

JAN 24 1950

Sales Management

THE MAGAZINE OF MARKETING



Meaty Articles On How . . .

To Take the Gamble
Out of a Consumer Premium Offer

TV is Paying Off: A Fistful
Of Capsule Case Histories

Harvester Cigars Merchandised
A One-Cent Price Differential



JANUARY 15, 1950



THIRTY-FIVE CENTS

Telling America the Story of "The Wonder Mineral"


Zonolite, the fire-proof "Wonder Mineral," is helping
to safeguard our national building program. Bringing the story
of this lightweight insulation material and its acoustical
excellence to architects, builders, dealers, and owners is
a new sound motion picture for the Zonolite Company
produced by The Jam Handy Organization.

The
JAM HANDY
Organization

—for dramatic visualization



PRESENTATIONS • TRAINING ASSISTANCE • SLIDE FILMS • TELEVISUALS • MOTION PICTURES
NEW YORK 19 WASHINGTON D. C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28



**LARGEST DAILY CIRCULATION
FOR ANY PERIOD IN
FREE PRESS HISTORY**

436,408

Weekdays

466,920

Sundays

*Average net paid circulation of The Detroit Free Press
for the 6 months' period ending Oct. 1, 1949.
From ABC Publisher's Statement*

The weekday circulation of The Detroit Free Press as quoted above is the largest in Free Press history, for any annual or six months' period . . . but attention must also be directed to another significant fact . . . The total of 436,408 weekdays is an increase of 13,611 over the corresponding 1948 period, greater by 25.3% than that of any other Detroit weekday newspaper.

In the ten year period, or since Oct. 1, 1939, the weekday circulation increase of The Detroit Free Press was 140,361 also greater than that of any other Detroit newspaper. 80.7% of this total increase was in the city and retail trading area.

Story, Brooks & Finley, Inc., National Representatives

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER



FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM | **WOC-FM**
5,000 W. | 47 Kw.
1420 Kc. | 103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV
CHANNEL 5
22.9 Kw. Video
12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-interconnected), local and film programs reach over 5,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

Sales Management

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Some EXPORT notes for Sales Management!

★ ★ ★

Jack Heinz told the Sales Executives Club of N. Y. a couple of weeks ago, that the study and promotion of methods to restore sound world trade and international economic stability are responsibilities of every businessman, not merely of those who are directly concerned with exports or imports.

★ ★ ★

Entering 1950, the second-half of a great technological century, our McGraw-Hill Economist, after his usual careful year-end analysis, predicts that over-all U.S. exports will be down in 1950 (mainly foods) but exports of machinery will be 20% ahead of 1949.

★ ★ ★

The McGraw-Hill DIGEST is read by 30,000 key management men overseas who will be mainly responsible for placing the orders for this increased business. . . . Let us show you the experience record of individual advertisers in pulling inquiries from the DIGEST audience—and their own analysis of converting these inquiries into sales.

★ ★ ★

McGraw-Hill International magazines' reader inquiries have been boosted to an all time high by our publishing a continuing series of editorial articles on COST-CUTTING—management's No. 1 problem the world over. . . . The January 1950 issue of the McGraw Hill DIGEST includes a 24-page editorial bonus on this timely problem. . . . and the Editors will continue an all out job in the March 1950 Annual Preview Issues of Ingenieria Internacional INDUSTRIA and Ingenieria Internacional CONSTRUCCION.

★ ★ ★

If you haven't already requested us to do so, be sure to write us asking us to include you on the list to receive free, each month, copies of the McGRAW-HILL INTERNATIONAL TRADER—a monthly Bulletin produced by Overseas Business Services, interpreting significant news and trends in world trade.

★ ★ ★

15,000 Latin American buyers and importers of industrial machinery watch for the latest developments in YOUR methods, standards and equipment in the pages of Ingenieria Internacional INDUSTRIA. And 15,000 Latin American buyers and importers of construction equipment learn how to build it and maintain it by following the development of YOUR products and methods in Ingenieria Internacional CONSTRUCCION.

★ ★ ★

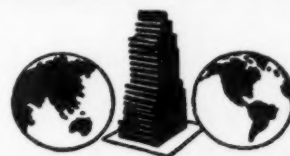


Every McGraw-Hill magazine is a member of or is qualifying for membership in the Audit Bureau of Circulations.

★

If you are now selling to Industry in this country, we can help you develop sales to Industry abroad. Without obligation, please feel free to write us.

**McGRAW-HILL
INTERNATIONAL CORP.**



330 West 42nd St., New York 18, N.Y.



**MAKE YOUR
ADVERTISING**

LOCAL NEWS

In most big-city newspapers the average reader meets strangers only. Even people he recognizes . . . headliners in sports, entertainment, politics, business . . . remain but dimly familiar.

Contrast this reader-appeal with the localnews daily. Its columns are full of names that come to life immediately—friends and acquaintances who greet the reader from the printed page almost as if he were meeting them face to face.

Reading the paper is a daily trip around town for the entire family. They learn of events, joys, sorrows in local homes . . . visit the clubs, Legion quarters, firehouse, police station, the high school gym . . . take part in civic meetings, church socials, P. T. A. discussions. Even in local ads they see something more than prices and products—store owners and sales people who are part and parcel of their community life.

It's the old story . . . News becomes more interesting as it gets closer to your own doorstep . . .

Your advertising, too, becomes more interesting . . . sells more . . . when it teams up with localnews.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency Inc.

NEWSPAPER REPRESENTATIVES

**NEW YORK • DETROIT • CHICAGO
BOSTON • SYRACUSE • PHILADELPHIA**



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January 15, 1950 Volume 64 No. 2



SALES MANAGEMENT



6. June 10, Boston. Typical of what happened all over, Jordan Marsh's housewares buyer J. F. Donahue (center), and Flaherty and Gross of Graybar Electric (distributors) plan for a demonstrator to serve iced coffee to customers in the housewares department.



8. June 15. Western Union gets into the act. Its messengers deliver 15,000 brochures to dealers. *Sales Management* runs an article describing the promotion. A two-page spread in *Electrical Merchandising* tells the trade what L.F.C. have on the fire.



10. July, Philadelphia. Mrs. Veith serves iced coffee to customers at Wanamaker's. In 500 stores from coast to coast, displays and demonstrations remind customers of the percolator they saw "advertised in *Holiday*." And cash registers rang up sale after sale.



12. November 16. The December *Holiday* is out. On page 82 you will find a *Cookamatic* ad. So successful was the *Coffeematic* promotion, L. F. C. spread their use of *Holiday* to other products—proof of *Holiday* advertising results.



7. June 14, New Britain. Reports showed stores' reception of promotion far exceeded expectations. W. J. Cashman phones *Holiday* he just doubled his display order, an increase of from 250 to 500. Wholesalers and jobbers report greatly increased demand.



9. June 15. The July issue of *Holiday*—containing the *Coffeematic* ad—hits the stands and the promotion is officially under way. *Holiday's* more than 830,000 class families, its millions of readers, form the bull's-eye target of this sales effort.



11. August 30, New Britain. The problem is solved. Cashman, Gould and Swartz check the phenomenal results of *Holiday's Coffeematic* promotion. What to do: Fill up the *Coffeematic*, plug it in, and drink a toast to the coffee-pot that perked all summer.

This story is typical of what happens to so many of the companies that advertise in *Holiday*.

They first use *Holiday* for a special product or a seasonal promotion. Then they discover the responsiveness of its massive class market, and there's no holding them. They phone us. They write us. They expand their schedules. And that's why *Holiday's* advertising has increased by leaps and bounds.

Perhaps you've already found out what *Holiday* advertising can do for you. If not, and if you'd like more information, drop a line to *Holiday*, Independence Square, Philadelphia 5, Pennsylvania.

THAT SELLS THE GOODS!

The Human Side

HOW TO WIN FRIENDS

Every day the New York, New Haven and Hartford Railroad hauls thousands of New York City's businessmen into the city. Every evening it hauls the same businessmen—but more tired—back home again. To Mt. Vernon and Greenwich, to New Canaan and points North. But for every businessman the line hauls into town and back there's his family. They don't get in to the Big City very often. And a lot of revenue has been passing by the boards because when Papa gets home of an evening he's in no mood to trek back for an evening on the town. And Mama always protests that she never gets to see the final curtain of the play after she's dragged an unwilling husband. They're in the ambiguous position of either missing the tailend of the third act or having to take the milk train home again.

But the wily old New Haven is "milking" a lot of extra fares these winter evenings. For the railroad grabbed the horns of its dilemma and instituted, several years ago, what it calls "Show Trains." Things are made so enticing that even reluctant papas, who dream of bedroom slippers and an open fire in the grate rather than two-on-the-aisle for "Mr. Roberts," are going back to the city after dinner with little or no protest. On October 11, the railroad ran the first of its seasonal Show Trains. Instead of a Broadway theater, the goal of the train's passengers was Madison Square Garden. And the New Haven made the occasion a family affair. For the Garden was showing the world's championship rodeo, and Gene Autry himself helped the railroad make a rousing success of the venture. He was on the Show Train, signing autograph books for the kids.

That was the beginning, and it got papas in a receptive mood for some further country to town ventures. The New Haven chose "Mr. Roberts" as the next attraction. And to forestall complaints by the man of the house to the effect that "you *know* you can't get tickets," the railroad took upon itself the job of procuring same. A perfectly reasonable stipend provided Mr. and Mrs. with railroad tickets and good seats, in all price brackets, for the play. Purchasers were assured that there'd be no frantic dashes for the 10:46. Trains returned to the country after the theater and a decent spate of time was allowed for getting from Broadway to Grand Central. Grill cars served refreshments both coming and going and no one went hungry—or thirsty.

When the railroad recently made arrangements for its patrons to come city-wards and see Mike Todd's "As the Girls Go," it worked hand-in-glove with Mr. Todd to give passengers *two* shows. The trip in was enlivened by a fashion show and a beauty contest, complete with master of ceremonies, roses for all the ladies on board, carnations for the men, and music for everybody!

The fashion show was staged by Franklin Simon of New York, Greenwich and Bridgeport—a neat tie-in if we ever heard of one, and the models were 12 lovelies



BRONCO BUSTERS . . . New Haven style. These Connecticut cowboys took advantage of the railroad's special Rodeo Train, saw Gene Autry, who autographed their books.

from the show itself. They paraded through the train clad in beach-wear, active sports clothes and all sorts of attire keyed to Westchester and Connecticut living.

When various manufacturers of life's niceties were advised of what was going on, they, too, jumped aboard. Perfume by Coty, cigarettes by Benson & Hedges, and candy by Rosemarie de Paris were handed out. En route to New York reservations were taken for the Hotel Astor Roof. At Greenwich a New Haven representative left the Show Train and phoned in reservations.

Well, the Show Train idea has proved such a fare-bonanza that the New Haven has decided to carry the idea over into other fields. Special basketball trains, fight trains, and big league baseball trains are in the cards.

The consensus of participants seems to be, "How does the New Haven do it?" And the New Haven is perfectly willing to let the thing seem like a minor miracle provided the dollars keep rolling in and the people it serves look on it as a benefactor and a friend. For those are the sentiments that make a healthy railroad.

A LITTLE CHILD SHALL LEAD THEM

Once every month Topps Chewing Gum Co. has a board of directors meeting. There's nothing off the beaten track in the simple fact of a board meeting. But *these* are board meetings with a difference. The difference is generated in the form of a pert, gum-chewing nine-year-old. She's Sarah Kelton, a bubble-gum blower extraordinaire—and Miss Sarah is a member of the Topps board!

Topps was cagey in hiring the beauteous Sarah Kelton. More wads, by millions of mouthfuls, of its bubble gum are chomped on by small fry than ever find their way into the oral cavities of adults. And the kids are connoisseurs of bubble gum. They like a fine texture, a rich flavor and a king-size bubble. They definitely shun pulpy stuff which makes a feeble bubble then goes "splat." And they form a discriminating audience. So Topps, constantly experi-



Mystik
gets it
up!

... and up go sales!



Print your ad on "self-stik" MYSTIK and it's ready to put up with a touch. That means more point-of-sale advertising up . . . less waste. And MYSTIK gets the best spots . . . cash registers, counter tops and fronts, store doors, or right on your product.

There's nothing else like genuine, patented MYSTIK. It prints or lithographs beautifully in colors, die-cuts to all shapes and sizes, is flexible and *really sticks*. And it gets your message up!

FREE—Write for samples and new book, "39 Ways To Use MYSTIK." Also idea book on cardboard and other displays of every kind.

Mystik

*Self-Stik
Point-of-Sale
Advertising*

CHICAGO
SHOW }

PRINTING CO. • 2660 NORTH KILDARE • CHICAGO 39, ILLINOIS • OFFICES IN PRINCIPAL CITIES

JANUARY 15, 1950



NO BUBBLE DANCER SHE . . . nope, Sarah Kelton merely *blows* bubbles. She's a member of the board of Topps Chewing Gum Co., advises the execs of such technical matters as bubble-staying-power.

menting to make better and better bubble gum, settled on Sarah to act as their guinea pig. Sarah comes down each month and blows bubbles for the board.

She takes her work seriously. Joseph E. Shorin, Topps' president, solemnly unwraps a stick of experimental gum and hands it over to Sarah, who is inclined to sit *on* the table rather than *at* it. Sarah, equally solemn, claps it into her mouth and chews meditatively. The board members, serious businessmen, watch with all the attention generally accorded an efficiency expert graphing the year's sales. After she's chewed the concoction to the proper consistency, with graphic descriptions as to taste, texture, etc., Sarah carefully sends up a trial balloon. This is the acid

test. Sarah is a champion bubble-gum blower. If she doesn't like the bubble the particular experimental gum produces, she is inclined to spit it heartily into a waiting waste basket, wipe her mouth off with her sleeve and let the gentlemen know her sentiments in choice language. If she likes it, sometimes it is difficult to persuade her to part with the current stick and go on to another. Sarah *hates* to give up a good bubble.

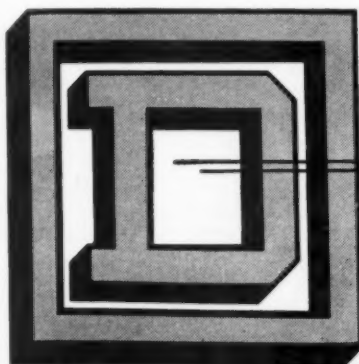
She has taught all of the board members the fine art of bubble producing. Nowadays the gentlemen around the table chew right along with Sarah.

Topps, at the moment, makes four different brands of bubble gum, so as to have a type to appeal to all juvenile mouths. Sarah plays no favorites, leans sometimes to Bazooka, sometimes to Hocus Pocus. She is also partial to the other two: Gold Coin and Tatoo. She has a regular "expense account," too. This she uses to buy samples of other manufacturers' wares, so that she can give the kid's-eye-view of Topps competition to the board.

Just now Topps is dreaming up some real shockers in the bubble gum line. Scheduled for early production are atomic bubbles which shine in the night (Try and get the very young set to sleep when this comes out!), bubbles which make pictures and super-duper jumbo bubbles.

Just to keep their hands, or mouths, in, Topps executives think nothing of going about their work-a-day duties with a wad of bubble gum in their kissers. Their ultimate aim is a bubble gum which will make a foot-wide bubble. And the company's advertising manager, a Mr. Harrison, delights in walking to work in New York City, if you please, blowing bubbles as he goes!

"the Fastest Reliable Way"



says . . .



"We use **CAPITAL AIRFREIGHT** because it is the fastest reliable way to get our industrial control equipment into the hands of our thousands of customers", writes Mr. Willard Justman, Square D Company, Milwaukee, Wisconsin—makers of well known Square D products with a wide and varied industrial usage throughout North and South America.

Capital **AIRFREIGHT** Overnight Delivery Service can get more of your products to more customers faster and more reliably, too! Investigate! Let us supply you with complete information and rates today ➡

SQUARE D COMPANY

DITCOIT MILWAUKEE LOS ANGELES

SQUARE D COMPANY CANADA LTD. TORONTO • SQUARE D de MEXICO S.A. MEXICO CITY D.F.

Internationally famous makers
of industrial control equipment



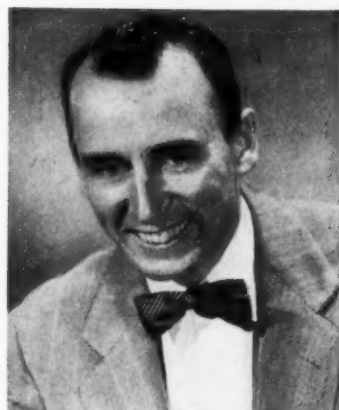
SALES MANAGEMENT

NEWS REEL



AVCO MANUFACTURING CORP.—AMERICAN CENTRAL DIVISION

Howard Jones (left) is appointed manager of the new specialty products sales department, and W. Klee Grumbine (right), manager of American Kitchens products service and installation department.



JOHN E. BRENT

Vice-president of International Business Machines Co., Ltd., of Canada, has been elected a vice-president of the IBM World Trade Corporation.



FRED KAISER

Promoted from Midwest regional manager of Minneapolis-Honeywell Regulator Co. to the newly created post of field sales manager for the firm.



FRED F. HARROFF

General manager of the Lamp Department, General Electric Co., has been elected a vice-president of the company. He succeeds M. L. Sloan, retired.



PERRY L. SHUPERT

Sales manager of Miles Laboratories, Inc., for past five years, is advanced to vice-president in charge of U. S. sales. He joined Miles in 1931.



AMERICAN MAIZE-PRODUCTS CO.:

F. C. Frey (left), formerly general sales manager of the company, is named assistant to the vice-president in charge of sales, and Charles Sanford (right) is appointed manager of the Bulk Sales Department.



are...airplanes



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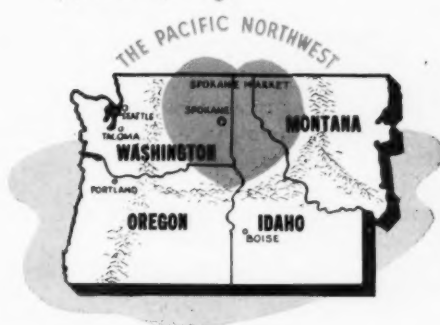
... in the Spokane Market

FOR MORE SALES IN THE PACIFIC NORTHWEST

The Pacific Northwest is one of the brightest spots in the nation, but there's more to it than just the coastal regions. There's the big inland buying market which lies between the Cascade Mountains on the West, the Rocky Mountains on the East, the Canadian Selkirks on the North and the Blue Mountains of Oregon on the South. Rich in natural resources, rich in buying power, the Spokane Market produces and buys more than any strictly city market of a half million.

The Spokane Market, although the very heart of the Pacific Northwest, is a separate and distinctly different market — a market in which you'll want to "dig deep" — if you want more sales in the Pacific Northwest. To firmly entrench your product in the buying habits of prosperous Spokane Market residents there's no equal for the dominating influence of The Spokesman-Review and Spokane Daily Chronicle. These two long-established daily newspapers have the coverage and the readership to do the job alone. Are they on your list?

Heart of



Helpful Factual **1949 Consumer** *Analysis* **Available - Now!**

Send for your copy of the 1949 Consumer Survey of the Spokane Market. Conducted by R. L. Polk & Co. this study, which is the third comparative report, provides live consumer statistics you will use for months to come. Address your request to the General Advertising Division.

Combined Daily
CIRCULATION

Now Over

150,000

81.84% UN-duplicated

THE SPOKESMAN-REVIEW

MORNING

SUNDAY

Spokane Daily Chronicle

EVENING

SPOKANE, WASHINGTON

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-
REVIEW Comic Sections: Metropolitan Group.

Teachers influence entire community, reports STM

Chicago:—Parents with school-age children know how their offspring use "Teacher says" as the final authority. Not so obvious is the fact that teacher influence extends through the entire community, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

Says Miss Rawson, "Teachers play an active role wherever they are and what they say and do is reflected in opinions and preferences throughout the community."

Miss Rawson pointed out that each of the 44 State Teachers Magazines delivers intensive coverage of the educational field in one state. The advertiser can reach superintendents, principals and teachers in one state or 44.

A 12-page folder recently prepared by State Teachers Magazines gives the complete story of America's great "influence" market. It's free. Write for it, to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 307 North Michigan Avenue, Chicago 1, Ill.

The Elks Market for Sporting Goods

Elks with their median combined family income of \$5,472.33, rate high as men with a yen for recreation—
59% fish . . . 45.1% hunt
. . . 31.5% play golf . . .
31.7% bowl.

NOTE: For April THE ELKS MAGAZINE will bear down heavily on fishing, with articles and stories of exceptional interest to those 59% of The Elks who, among the 970,000, are fishermen. If you sell to men who spend for sport—

YOU'LL SELL IT...IF YOU TELL IT IN

THE **Elks** MAGAZINE
NEW YORK • CHICAGO • DETROIT • LOS ANGELES



BY T. HARRY THOMPSON

Before year's end, the anti-histaminic cold remedies were already slugging it out. In spite of the competition, someone is due to make a fortune, just as with the ammoniated dentifrices.

Which reminds me: I'd like to have the dramamine concession for the English Channel. (That's the new remedy for seasickness, you remember.)

Add similes: "As sunk as a soap-opera without a pipe organ."

A poor speller should welcome a word like *burnoose*. Look at these allowable variants: *bernoise*, *boornouse*, *bornous*, *bournous*, *burnos*, *burnous*, and *burnouse*.

If I were giving advice to young salesmen, it would be this: Have a second plan; an alternate route. I could document it, too, with some bitter personal experiences.

FLY-LEAF: A sheet of Tanglefoot.

As nearly as I can count them, a BC headache-remedy commercial manages 26 mentions in a single spot. That tops Virginia Dare by 13.

No country road is too small to have its quota of small, furred animals, killed by drivers more interested in accelerators than in brakes. Everything from pussycats to 'possums, needlessly slaughtered for asking the right to cross the highway.

Lost Art of Proofreading Dep't: "The approximate taxes stated above is not guaranteed."—From a real estate folder.

According to the Mrs., the new houses would offer more "gracious living," a phrase they overwork, if they offered more *spacious* living.

Add similes: "As comprehensive as a Profile in *The New Yorker*."

Here's a simple key-word to help you remember the Great Lakes: HOMES. (Huron, Ontario, Michigan, Erie, Superior.)

There once was a salesman named "Snell," Who proved to the boss he could sell. The chief could have kissed 'em When Snell told his system: "I get out and work to beat hell!"

RAISIN: World's finest prefix to the word "salary."

"Bird-brain" is supposed to be a derogatory phrase. And yet, birds have brains enough to go South in Winter and North in Summer, *no es verdad?*

No, Tessie; a chap isn't necessarily washed-up just because he lives on Basin Street.

Our managing editor wouldn't have liked a recent article in *Poor Richard's Almanack*, in which the author used the words *pitch* and *gimmick* . . . words we frown upon here, for they tend to belittle the honorable and serious side of selling, and to glorify that curb-side wind-jammer, the pitch-man.

In Pennsylvania, Old Mother Hubbard went to the polls to get her poor Joe a bonus. The cupboard wasn't bare, but the taxpayers soon will be.

QUOTA: A verbatim report on what somebody said.

Thousands will disagree with this parody, sent in by a reader: "To err is Truman."

Foes of military unification don't believe the ancient adage, "In union, there is strength."

WIT—"Yeah; to 'Folded Arms.' " failed, you say they changed the name?"

WIT—"Yeah; to 'Folded Arms.' "

When grave-diggers go on strike, they quit in a body, so to speak.

SALES MANAGEMENT



THE BEST MAN^{*} IN EVERY DOZEN



^{*} Popular Mechanics—with over a million circulation, and 4,500,000 male readers—gives you a big man market and the best prospects for any man-bought product.

In every dozen American men there's one reader of *Popular Mechanics*. One man in 12 is an important cut of the nation's man market, but *this* man is much more than that. He's your best prospect for anything men buy.

The inquisitive, open-minded *Popular Mechanics* reader never stops searching for useful, practical facts and ideas. He reads ads deliberately because he's *interested* in the products and services they tell about. And he influences his neighbors, too. He's the man they look to for sound advice before they buy.

Don't miss this *big* man market . . . this *influential* man market . . . this *best* man market.

Sell the BEST man in every dozen • Reach the P. M. MIND

POPULAR MECHANICS

JANUARY 15, 1950

21

HIT HARDER

at Buffalo's Best Buyers

... Use the Courier-Express



● The Courier-Express reaches those who *must* be sold to sell the Buffalo area. And it reaches them more economically. That is why its general (national) lineage has increased 71% in the last ten years while its competition gained 51%.

Remember, your dollar in the Courier-Express buys greater impact on the families with more money to BUY your products.



First In Every Way

WSJS

Dominates Winston-Salem!

(Gives Bonus Coverage of Greensboro and High Point)

- 1st in Listening (Hooper)
- 1st in Network (NBC)
- 1st in Power (5000 Watts)
- 1st on the Dial (600)
- 1st on the Air (1930)

Naturally, it follows that WSJS is
FIRST in Advertising! Local-General-Network
Your FIRST and BEST Buy!

Affiliated
with

NBC



Represented
by
**HEADLEY-
REED CO.**

The old-fashioned waiter who wore a "dicky" didn't have a shirt to his back, you might say.

In Ventnor, N. J., the steel stanchion of a fire-alarm box has the works removed for repairs, but their church-steeple outline shows where they belong. In the space provided, some wag has chalked: "False Alarm."

"Here's how to have more fun in bed!"—Mitchell Lullaby Bed-Lamp Radio. B-o-i-n-n-n-g-g!

The old nursery rhyme, "Barber, Barber, shave a pig," doubtless had the razorback hog in mind.

Years ago, it was the "Yellow Peril." Now, it's the "Red Menace." No use running up the white flag or feeling blue because things look black.

Secondary slogan for Life Savers: "Ringleader of pocket-packets."

In selling, as in golf, the follow-through is important.

There's a comparatively new form of radio commercial that stems from burlesque . . . chanted to the accompaniment of drum-beats. The rhythm is as metronomic as Mother Goose.

In magazine publishing, why are page numbers so often omitted where full-page ads appear?

It was inevitable that a Bugs Bunny film would sooner or later be called: "Hare-do."

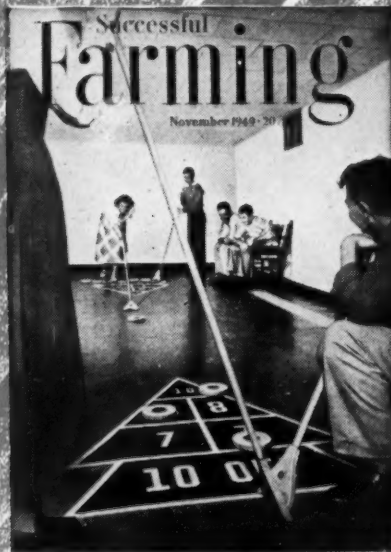
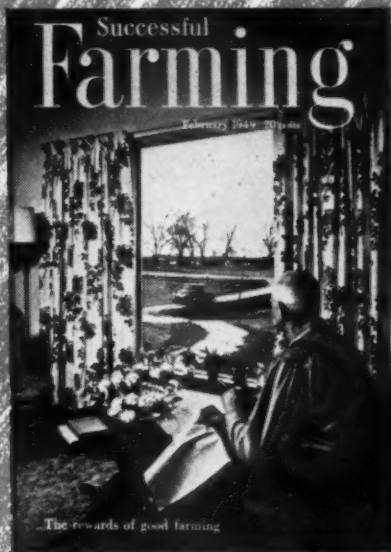
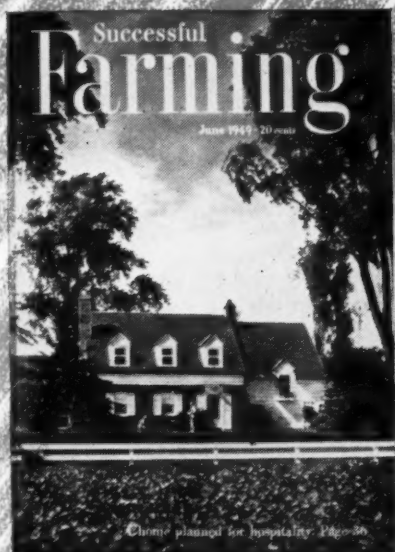
No connoisseur of fine wines would ever agree to that old saying: "Any port in a storm."

Breathes there a man
Who's so abnormal,
He can't be moved
By a low-cut formal?

—Kasco Informant.

John O'Brien tells about a copy-reader on a Washington newspaper who was sorry it was his day off when Uncle Sam requested the removal of two Czechoslovakians. Says he would have headed the item: "U. S. Bounces Two Bum Czechs."

"Woolley Here in Roll That Brought Fame."—Headline. That's the one where he rolls them in the aisles, obviously.



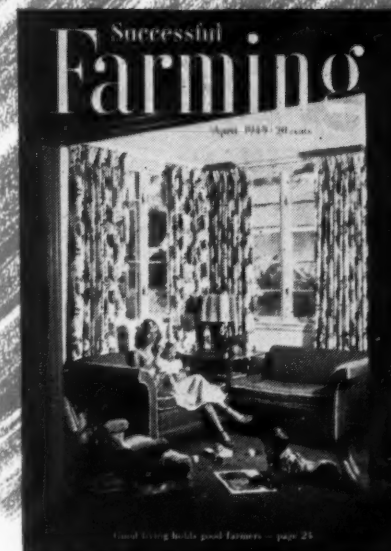
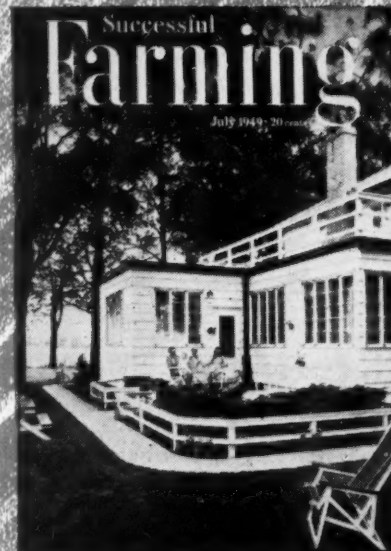
Decorator's magazine?

Certainly—why not? . . . But SUCCESSFUL FARMING, published for farmers? . . . Right! Because the SF subscribers are the largest and finest market for decorators, home furnishings, equipment, appliances, furniture and decoration—in the world today! More of a quality market, in this one magazine, than existed in the whole country pre-War!

SUCCESSFUL FARMING has always been selective in its content and circulation . . . concentrated on the country's best farmers, in the Midwest, the agricultural Heart states having the best soil and climate . . . farmers with the largest individual investments in land and equipment, volume production of basic crops, highest cash incomes . . .

The SF subscriber has always had an income well above the national farm average. And with ten years of record prices and profits, the SUCCESSFUL FARMING family is catching up fast on its living standards . . . building, remodeling, refurnishing. Ask the stores where SF farmers do their buying!

No other medium has the SF farm market . . . General media merely meet its fringe, can't deliver advertising to the top farm families . . . are no substitute for SUCCESSFUL FARMING, or for the interest, acceptance and confidence SF gives to advertising—after forty years of effective service in helping make farming the profit business it is today! . . . Get the facts from any SF office . . . Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



SUCCESSFUL  FARMING

PEP UP

YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans and products?

Your presentations can be dramatically and forcefully effective through the use of film.

Let the William J. Ganz Company breathe life into the material for your next sales meeting.

We are prepared to work 24 hours a day—and guarantee delivery, on time—even on extremely short notice!

**WILLIAM J. GANZ
COMPANY**

40 East 49th Street, N. Y., N. Y.
ELdorado 5-1444

St. Petersburg, Fla.

Folks

LOVE to EAT

They Also

Love to READ

The TIMES For

WHAT to Eat

And WHERE

To BUY it!

In the first 11 months of 1949 the TIMES carried 763,861 Retail and 353,591 General Food linage—OR—208% MORE Retail and 492% MORE General Food linage than the second paper.

NOTE: NATIONAL FOOD SHOW
Recreation Pier—St. Petersburg
March 16-22, 1950
Write for brochure

ST. PETERSBURG—FLORIDA

Daily **TIMES** Sunday

Represented by

Theis & Simpson Co. Inc.

New York Detroit Atlanta Chicago
V. J. Obenauer, Jr. in Jacksonville, Fla.

WASHINGTON BULLETIN BOARD

LABOR

► The chief change in the wage-hour rules governing overtime, insofar as sales managers are concerned, is the extension of the exemption to salesmen marketing services rather than tangibles. To get the new regulation, write to the Wage and Hour Contracts Division, Washington 25, D. C., asking for "Regulations, Part 541, As Revised, Effective January 25, 1950." Ask along with it whatever "Interpretations" have been issued. There have been some already.

The interpretations say that the exempt seller of services is a man whose main job is selling. If he sells a typewriter repair service, he should not be the one to do the repair work. If he is, it will be considered that he is a mechanic who incidentally sells.

The salesman must do his selling at the offices or homes of customers. Headquarters, even though rented by himself, will be considered as making him an "inside" man. He may of course display samples in hotel rooms, etc., when out of town.

Rules governing promotion men are still obscure and will become more specific only on the basis of cases which come up. The division between the promotion man and salesman is hard to fix. The test is whether the promotional work aims at making sales for oneself. If it does, it is exempt. The problem is lucidly set forth in the "Interpretation."

FEDERAL TRADE COMMISSION

► For a change, it's FTC that's being sued. The rubber companies filed, trying to stop the imposition of maximum quantities on which they may base sales discounts.

The suit, one of the first of its kind, is brought under the relatively new Administrative Procedures Act, which requires agencies to report what they do, to act only after hearing and by rule, etc.

The maximum on quantity discounts would be fixed under the Robinson-Patman Act. But, peculiarly, this Act gives FTC no power to issue rules—and, says the complaint, maximum discounts would constitute such making of rules. FTC

issues rules only under the Act creating the agency.

The probable answer by the Commission will be that it clearly has the power to put a maximum on quantity discounts—whether its doing so is or isn't to be described as a "rule."

► An interesting point-of-view, shared by some of those running the Celler investigation on antitrust is to be found in Corwin Edwards' recent speech before the American Business Law Institute. It is a kind of call for antitrust action against companies by virtue of their being too big. You can get it from FTC. The title is "Trends in the Enforcement of the Anti-monopoly Laws." Here are some of Edwards' theses:

1. When you have three or four major companies in a given industry, they tend to specialize in particular products or in particular markets. They don't invade each other's territory. There is probably no explicit understanding, hardly an agreement which could be proved to the Court. Maybe something should be done. The suggestion is that companies should be required to enter new fields, possibly building up new sales organizations, undertaking the necessary background ad campaigns, etc. These details are not themselves mentioned.

2. The existence of a Major, which takes price leadership, scares the small fry. They follow what the Major inaugurates. It's not that they've been told that they'd better behave. Nobody ever told them anything. They are just vaguely apprehensive. Testimony of just that kind was quoted from the old TNEC hearings. It is of course possible that a concern following a leader, with no loss to itself, would claim falsely that it is being intimidated.

► It's to be noted that Edwards' point-of-view is only one among several within the Administration. It's not the opinion of the Economic Council or of Secretary Sawyer. It still boils to this: There is no antitrust policy and the Administration would like to know, more clearly, just what it's doing. So there will be more discussion, trend-spotting, etc. Edwards has taken the lead.

The typical department store buyer is a multiple buyer.

A survey of more than 9,000 buyers shows that over 80% buy for more than one department.



Multiple interests dictate buyers' reading habits

In today's department store the Buyer is an important figure. Typically, he is a "multiple" buyer, one who buys merchandise for half a dozen departments or more, frequently unrelated, often encompassing both "hard" and "soft" goods. In addition, he is expected to manage his departments with a full knowledge of merchandising, display, control, advertising, and personnel training. His interests and responsibilities are thus store-wide.

Department store buyers, as well as top management, are avid readers of *Department Store Economist*. They know it is the *one* publication which covers all of their duties and problems. For down-to-earth, helpful, concentrated information, they rely on *Department Store Economist's* unique editorial formula which devotes specialized attention to the many merchandise classifications and every phase of store operation and management. That's why buyers from coast to coast recognize *Department Store Economist* as the most authoritative source of practical business information in the field!

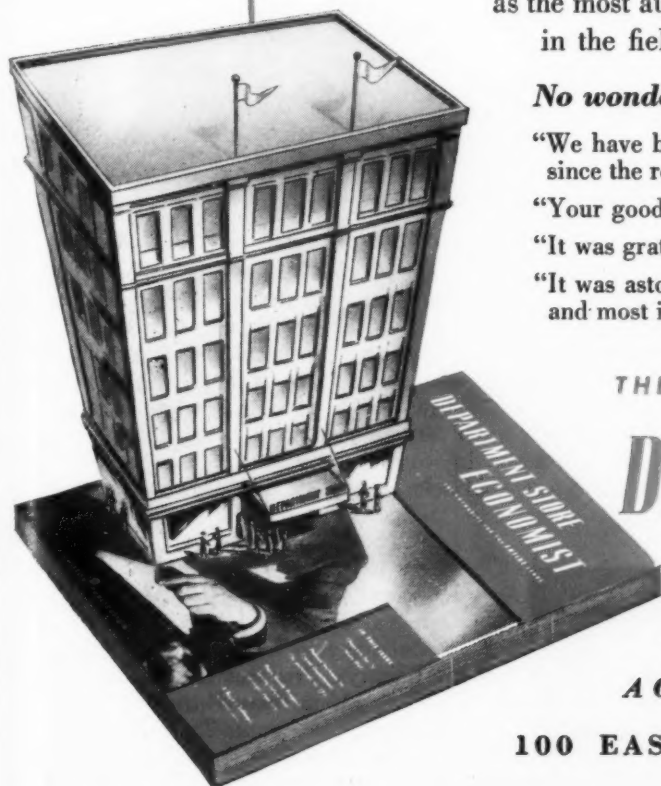
No wonder advertisers write:

"We have been literally swamped with inquiries from coast to coast since the release of your October issue."

"Your good paper has been leading the parade on coupon returns."

"It was gratifying to receive such tremendous response to our ad."

"It was astounding to find such a wide readership, reaching the best and most important stores throughout the country."



THE AUTHORITY FOR THE ENTIRE STORE

DEPARTMENT STORE ECONOMIST

A Chilton  Publication CCA 30,000 copies

100 EAST 42nd STREET, NEW YORK 17, N. Y.



"Great Caesar's Ghost..."

of course home-planners have the last word!"

By Jupiter and by Daniel Starch! Put your consumer sales literature in Home Owners' Catalogs where it will pre-sell your building materials, equipment, appliances or home furnishings to dominant buying factors: home-planners who have the cash—and the last word.



Dr. Daniel Starch's latest survey shows that the selection of what goes into a new home built to owner's order is controlled by the husband or wife. (For certain products, as high as 91% to 97% of the cases studied showed husband-or-wife buying control.)

A Roman holiday of sales is celebrated by profit-wise manufacturers who insert their descriptive, detailed consumer folders or booklets in Home Owners' Catalogs . . . and get readership as high as 85% (shown by Starch survey) from known prospects in one of today's most profitable markets.

See how you can gain selling impact through Home Owners' Catalogs . . . ask for a complete report of Dr. Starch's findings. Write to Dept. L.

Home Owners'
CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. DODGE CORPORATION'S CONSUMER CATALOG DISTRIBUTION SERVICE

► The Commission just brought an action against a co-op buying group, the Metropolitan Automotive Wholesalers Cooperative consisting of auto parts jobbers in the New York City area. The jobbers pooled orders, demanding appropriate bulk discounts. This, says the Commission, is illegal.

In the retail field even more than in wholesaling, buying co-ops are the resort of concerns trying to beat the chains. Their operations probably will be affected by decision in the present case.

GENERAL SERVICES ADMINISTRATION

► The expected order under which, when bids for Government business were filed, the smaller concern or one in a distressed area made the deal has come through. Here are the rules:

1. On a tie outside a distress area, the small concern gets the order.
2. Between concerns of equal size, one in and the other outside a distress area, the first gets it.

3. Where it's a small concern in a prosperous area and a big concern in a distress area, the award is made "in accordance with the policy heretofore announced with respect to distressed employment areas. This is the Government's roundabout way of saying that a big company gets the order.

A small concern is one with fewer than 500 employees, all affiliates included. This excludes a separately incorporated plant of a major company. "Equal bids" allow the buyer to take into the account, not only price, but discounts, transport and "other factors properly to be considered." The last phase is of course a necessary out. It usually will mean ability of the bidder to perform, as judged by the procurement man. This will prove a source of complaint.

DEPARTMENT OF DEFENSE

► Precisely the same policy on bids was announced by the Military. The only difference in wording is that the Military is perfectly clear. It says outright that a big company in a distress area is favored over a small one outside.

► The Munitions Board has published a revised "Index of Military Purchasing Offices." It lists all products assigned as of November 15 to one or more of the Departments for central purchase. Copies can be obtained by writing to the Central Military Procurement Information Office, Munitions Board, The Pentagon, Washington 25, D. C. Write to the same office for information on products you can't find in the Index.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending January 15, 1950

TO BOOST 1950 SALES

The Research Institute of America poll (SM 1/1/50 page 33) asked what methods businessmen would employ to increase sales. The answers:

| | | |
|-------|---|-------------------------------------|
| 41.7% | — | add more salesmen |
| 35.3 | — | increase advertising |
| 32.3 | — | add completely new products |
| 23.7 | — | add additional lines |
| 20.0 | — | promote branded goods more actively |
| 19.0 | — | redistrict sales territories |
| 17.3 | — | reduce prices |
| 15.2 | — | special sales during off seasons |
| 12.8 | — | bring out cheaper models |
| 12.3 | — | change salesmen's compensation |
| 3.5 | — | increase dealer margins |

OPTIMISM UNLIMITED

The only really scary thing about the year-end prognostications of businessmen, economists and Government officials is that all of the prophets are on one side of the fence. They cast a unanimous vote for a continuation of good business during the first half of 1950 and very few of them even take advantage of the qualifying words, "barring war." If our economic path turns out to be smooth, it will be the first time in history that such a phenomenon occurred without dissenting opinion.

On the longer term there is diversity of opinion, with many businessmen taking a dim view because they think we are heading toward some form of socialism, in fact, if not in name. On this subject conservative economist Sumner H. Slichter of Harvard, casts a dissenting vote. In his analysis of long-term economic plans, he differs sharply with colleagues who sense a drift toward socialism or at least a planned economy. According to *The New York Times*, he maintains that neither present trends nor current conditions favor such development; he sees instead an improved variety of capitalism.

The wave-like movement of business, so common in the 19th Century and the first part of the 20th, will be considerably moderated, according to the Harvard economist. Various control, support and insurance measures taken by the Government will shorten both the degree and the duration of the dips, while on the other hand, "the prospect that the environment will be more or less hostile to business will tend to make trade expansion much less buoyant."

He fears a continued growth of political, but not economic, central planning, and "the slow growth of centralized decision-making will still leave . . . an economy in which tens of millions of persons work out their own destinies with a good deal of help and guidance but, in the last analysis, in their own way. That is the reason why I am confident that the economy will remain strong and progressive, driven not by the plans of a few officials but by the restless ambitions of tens of millions of producers."

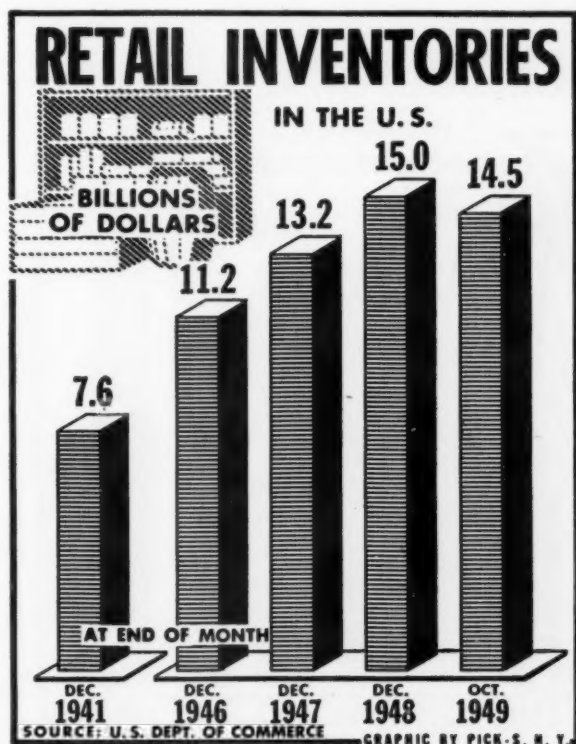
JANUARY 15, 1950

WORTH REPEATING

The Labor Government deservedly is blamed for England's mess, but businessmen over there must share the blame. The January issue of *Harper's Magazine*, page 29, has this pen portrait: "Few English businessmen really believe in competition. Unhampered by antitrust laws, they started long before the war to spin a web of cartels, price agreements, divided markets and trade customs with the happy purpose of eliminating most of the risk and discomfort from their operations. They also eliminated most of the hustle. Today the goal of many British industrialists apparently is to keep on selling the good old product, made on the old machines and displayed in the old packages, to the old customers at the old price (or a little higher) until the crack of doom. This is known as A Proud Tradition."

In the same issue of *Harper's* is a thought-provoking article about Senator Flanders of Vermont, a businessman (former president of Jones and Lamson Machine Co.) turned politician. Labeled "intelligent conservative" by the author, C. Hartley Grattan, Senator Flanders has a probing curiosity. What the author says about the senator's particular brand of conservatism has a direct application to business management:

"The most puzzling problem confronting a true conservative is how to achieve a happy balance between his powerful impulse to conserve what he has inherited from the past and his far less active impulse to launch innova-



Retail inventories in the 1941 month were 14% of the year's total sales. Last October they were only 9% of the 12-month volume.

tions which will help adapt what is admirable in the past to the necessities of the present. His danger is that as his arteries harden he will, even though he has once supported intelligent innovations, degenerate into stand-pattism, and from there relapse into reaction.

"Many conservatives lose all sense of the fact that truly to conserve one must adapt institutions to the changing times. The company that conservatives ordinarily keep makes it hard for them to keep track of what is really going on in the world."

HIGH PRICES AND TAXES

Preliminary reports on the Christmas shopping spree indicate that more units were handed out than in the preceding year, but that the intake of dollars was slightly less. Demand was greatest for lower-price items, and many big retailers are telling their suppliers to plan on more lower-price stock for the year ahead.

That may be good advice, but some producers will wait until they can measure the effect of the probable reduction or elimination of excise taxes on such things as jewelry, furs, luggage and handbags, toilet articles, transportation and communication. During December there were many hints from high-placed Government officials that excise taxes might be repealed early during this session of Congress, and the reaction on retailers was just plain murder. Customers decided they would wait—not only for the \$5,000 mink coat but the \$30 bag, and escape the 20% excise tax.

Mr. Truman says that if excise taxes are repealed the revenue must be made up somewhere else. Proponents of excise tax elimination argue that most of the tax revenue

could be made up painlessly if the hard-hit industries get back on their feet again, increasing employment and business profits. The situation in the New York fur district is so tough that the union accepted an 11% cut in wages.

BEHIND THE A & P CASE

Of all the antitrust suits instituted by the Government, none will have such a sweeping effect on marketing practices as the pending suit against The Great Atlantic & Pacific Tea Co. No suit has ever been fought so hard in the public press in advance of trial, and so persuasive have been the A & P arguments that most of us have forgotten what the case is all about, as seen from the Government angle.

Mr. Mezerik's article* is a good example of what goes on behind the scenes in a publication's office. To produce this relatively short summation of both sides of this controversial case, the author had many interviews with businessmen and Washington officials, reviewed hundreds of pages of court testimony and judges' opinions, analyzed the elaborate defense statements, traced straight down to the last twig the complicated corporate business tree of the Hartford brothers.

If you read it carefully you will not be surprised if the Government charges turn out to be somewhat different than you might expect from reading the A & P public relations advertising.

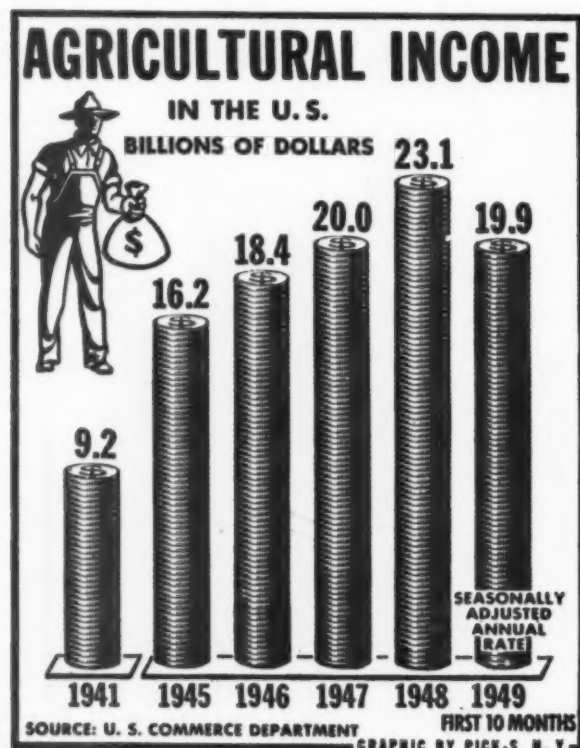
WE WONDER

... whether time will tell that in 1949 the American Railroads committed mass suicide by upping both passenger and freight rates to such an extent that other forms of transportation will gain advantages never to be surrendered. Possible clue: The airlines had a 13% increase last year in revenue passenger miles, and an increase of 24% in ton-miles of express and freight.

... whether the auto independents can retain their present share of the market as the passenger car business becomes more competitive. In 1949 the Big Three total output was 32% greater than 1948, while the output of the others was 11% below. In 1948 G.M.-Chrysler-Ford had 80% of the passenger car production; in 1949 they produced 86%. Every independent except Studebaker experienced a decline in its share of total production.

... whether better selling will enable the appliance manufacturers to equal or exceed the 1949 sales of 4 million electric refrigerators, 3 million washing machines, almost 3 million vacuum sweepers, 1¼ million electric ranges, and many millions of electric houseware items. Everywhere I go I hear both men and women say, "No one ever tries to sell me any appliance or automobile."

PHILIP SALISBURY
Editor



The farmer remains 116% better off than in 1941 despite the drop from 1948 peak levels.

* See "Tempest in the A & P Tea Pot," by A. G. Mezerik, page 37.

Tempest in the A & P Tea Pot

BY A. G. MEZERIK

It's not news that the Government is suing the Hartfords. But why? The author examines the evidence: Is it because A & P is too big, too efficient, as the company claims, or are there sounder reasons? This article defines the issues.

The housewife, doing her shopping at A & P, has never worried much about whether A & P is a monopoly or an economic force for good or evil. She has known only the end product of A & P's bigness: comparatively efficient distribution and low prices. Together, these have been more effective in creating favorable public opinion than any propaganda which could have been invented by public relations experts. A & P, in its tremendous advertising campaign, is presently using those low prices as its major line of defense against the Government's antitrust suit.

The Government, however, steadfastly maintains that it is after A & P neither because it sells food at low prices nor because it is big. The antitrust lawyers are going down another street. They are building their case around practices of which, they say, A & P has already been found guilty, practices which, in the main, do not directly penalize the A & P customer but which, since they spell injury and future danger to the rest of the businessmen in the food field, are against the public interest.

Behind the Government action against A & P is a theory which has been expressed in these words by the Supreme Court: "The material consideration in determining whether a monopoly exists is not that prices are raised and the competition is excluded, but that power exists to raise prices or to stifle competition when it is desired to do so." In this context the fact that A & P prices are low is relevant only when considered with its power and ability to up those prices at will or to sell products far below cost to kill off competition.

Whether or not the record contains proof that A & P has the power and ability to manipulate prices and stifle competition, it does show that A & P

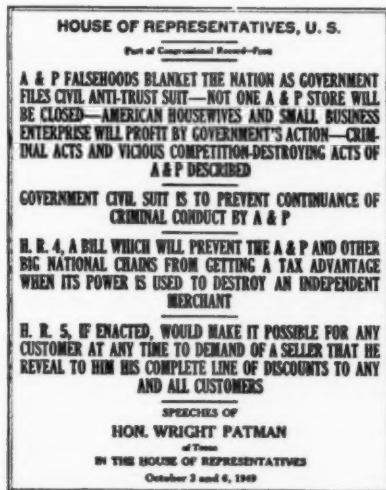
is truly big. Over its 90 years, since the first Hartford opened his little gas-lit tea store in downtown New York's Vesey Street, A & P has grown vertically and horizontally. It is a giant of giants. Its 6,000 stores are everywhere and 4,000,000 customers shop in them every day. One

der labels such as Sultana, Iona, and Sunnybrook. A & P's meats are purchased and assembled by one of its many subsidiaries, National Meats. Its national Bakery Division is the country's second largest baking operation, smaller only than Continental. One hundred and forty million dollars' worth of Jane Parker pie, cake and bread is taken out of A & P ovens each year.

A & P's American Coffee Corp. is the world's largest factor in the coffee business, roasting and selling 140,000 tons of Bokar, Red Circle, and Eight O'Clock Coffee annually, bought by its own offices in Brazil and Colombia. A & P's Quaker Maid Co. is a huge producer of baking powder, mayonnaise, beans, puddings, and cereals. In turn, Quaker Maid's subsidiary packs White House evaporated milk. Ann Page preserves and jellies are still another A & P business of great size.

That this greatest of all food operations truly reaches from the Atlantic to the Pacific is easy to see. National Fish is a heavy buyer of fillets and whole fish on the Boston wharves. Seafood buyers in New Orleans comb the Gulf Coast. Nakat Packing cans salmon on the Pacific Ocean. The vast continental stretch in between is covered by a network which, in addition to those enumerated above, includes A & P's National Butter and the National Egg & Poultry agencies. Finally, the Atlantic Commission Co. (ACCO), a main objective in the Government's antitrust case, purchases, through its 70 field offices, over 2,000,000 tons of fresh fruit and vegetables each year. Connected with the New York headquarters by 9,300 miles of teletype, the ACCO men are in Maine for the potato crop, in Michigan when the cherries are ripe, in Texas when the onions are ready.

This bigness in production and purchasing backs up almost \$3 billion in ultimate retail sales over A & P's counters annually, which is more than twice that of its nearest competitor, Safeway (\$1.2 billion) and nearly three times as much as Kroger (\$825 million), the third grocery chain in point of size. The entire operation, the Government maintains, makes the A & P "the largest purchasers, manu-



Wright Patman, M.C. Texas, militant fighter for the small businessman and co-author of the Robinson-Patman Act, uses franked envelopes as a billboard to carry his side of the story to small independents and their followers.

hundred and ten thousand A & P employees dispense enough canned goods, dairy products, and soap to supply a nation the size of Holland.

A & P is its own canner, packing much of the tinned goods it sells un-

"A & P ADVERTISEMENT FALSE" STATES U.S. DEPT. OF JUSTICE

*The Great Atlantic & Pacific Tea Company Found
Guilty of Using Un-American Weapons Appeals for
the sympathy and support of the American Public*

**A & P WAS FOUND GUILTY BY A FEDERAL COURT, AND THIS
VERDICT WAS SUSTAINED BY A U. S. COURT OF APPEALS,
OF THESE ALLEGATIONS—**

The National Federation of Independent Business, Inc., which claims to have "the largest individual membership of any business organization in the United States" answers A & P in paid newspaper space. Ad (headlines above) ran in a number of cities, but newspapers in Washington, D. C. did not accept it.

facturers, processors and retailers of food in the United States"—which is not only self-evident but makes the total A & P operation bigger even than that of the Ford Motor Co. The A & P thereby wins another distinction, being the largest family-controlled corporation in the world. Ninety-nine and ninety-seventh one-hundredths per cent of A & P is owned by John A. Hartford and his brother, George L. Hartford, 77 and 85 years old respectively.

The Hartfords didn't talk when the Government, seven years ago, started its successful action against A & P in Danville, Ill. The Hartfords still are not talking now, though the Government, acting on a complaint brought by the National Association of Retail Grocers, is seeking—on the basis of the Danville decision—to break up A & P's subsidiary plants and agencies into individual holdings and to dissolve the retail outlets into six regional independently owned chains, along the lines of the seven divisions into which A & P's operations are now separated.

But if the Hartfords aren't talking personally, A & P, advised by public relations expert, Carl Byoir and his subsidiary, Business Associates, Inc., are very vocal indeed. In a campaign unprecedented in history of litigation, A & P has taken to the barricades of advertising. The familiar red store fronts are plastered with slogans and posters. Countermen stuff leaflets into 4,000,000 market baskets. More than 2,000 newspapers carry full-page advertisements setting forth the A & P position, which is that Government success in breaking up the A & P empire would mean the end of low food prices for consumers.

The Government is bound to be

on the defensive on this low price issue. Its entire brief includes only one allegation that A & P's prices to its own customers are not as low as they appear on the price tags. The simple charge reads: "The A & P officials, from Mr. John A. Hartford down to unit employees, admitted that their stock gains were abnormal in amount and the result of illegal practices. They recognized repeatedly that such gains were due to manipulative practices such as short weights and measures and overcharging of customers." Representative Wright Patman, implacable Congressional enemy of chain biggies, declared that the A & P gleaned, from these practices alone, nearly \$2 million in 1941 and that between 1935 and 1941, its take totaled \$21,714,000.

Does A & P Use Coercion?

However, neither the antitrust lawyers nor Representative Patman could believe for a moment that this alleged deception, of itself, is sufficient to up the whole range of A & P prices above that of competition. On the contrary, they admit that A & P prices are low. They come to the nub of their contention that A & P has the ability and power to stifle competition, when they state their reasons why A & P prices are low.

The Government says that A & P, using its tremendous buying power as leverage, coerces its suppliers into maintaining a secret two-price system, that this system—because of special prices and concessions—is low for A & P and high for every other buyer. One example used by the Government is in the charge that the Bowman Dairy Co., Chicago, paid A & P a \$50,000 rebate in 1942 and later agreed to pay A & P 11%

of sales prices for the 1942-1948 period, a total of \$355,000. The Government contends that "kick-backs" of this type and other elements of the price system serve two purposes for A & P. The first is obvious: It results in A & P obtaining the lowest possible price for itself. The second purpose, as alleged by the Government, is to further the elimination of A & P's competitors who when purchasing from the same supplier are thereby forced to pay two profits, one on the merchandise which the competitor buys for himself and one on the products sold by the supplier at a loss to A & P.

Pursuing this same theory—that A & P is demonstrating its power and ability to restrict and eliminate competition—the Government points to the use to which A & P puts the profits of its far-flung subsidiary operations. These profits, which in 1941 amounted to 40% of A & P's total earnings, are, the Government charges, used by A & P's retail divisions to subsidize loss selling in whole territories where A & P is seeking to undercut all its competitors in the region.

A & P's alleged use of its subsidiaries to damage competition becomes more complicated in the case of ACCO, A & P's produce brokerage agency. ACCO was the target of emphatic rebuke by the trial judge at Danville. He castigated the double-barreled arrangement in which ACCO acts as buying agent for A & P at the same time that it is the selling agent for the farmer, not only in sales to A & P but to the general market. By using this special relationship to both A & P and the grower, ACCO is accused of diverting the best of the produce which it receives to A & P, thereby forcing its competitor, who buys produce from ACCO in its capacity of agent for the grower, to accept inferior quality. ACCO is the target of another allegation, to the effect that, by bribery and other means and for its own ends, it has grabbed control of co-operatives, that are of course suppliers.

Throughout, these specific allegations do not question A & P's low prices to customers. They all are directed to the point of proving that the practices which make them low are a danger to other businesses in the food industry and against the public interest. Legally, there cannot be much debate about whether or not A & P is involved in these practices. All were part of the allegations in the Danville suit in which the A & P was found guilty as charged, and fined \$175,000. A & P, without taking advantage of its right to appeal

to the Supreme Court, paid the fine in July, 1949, when the Court of Appeals upheld the Danville trial judge. In this new antitrust case the Government is seeking to enjoin A & P permanently from continuing these practices. To guarantee the discontinuance of these practices, the Government is asking the court—as a means of destroying A & P power and ability to control prices and stifle competition—to break the A & P into separated companies under separate ownerships as was done previously to Standard Oil, International Harvester, and other great combines.

Whatever the merits for breaking up A & P, dissolution has not been a fate worse than death for those other companies. Single units of Standard Oil are now bigger by far than the original company. Since A & P is a holding company, the recent report of the Securities and Exchange Commission on the experience of the separate units into which utility holding companies were broken, is pertinent. The total value of the securities of the separated units is today much more than the market price of the holding company securities were 14 years ago when the “death sentence” on holding companies became law.

The buyer of foods at retail, built up as the victim or beneficiary, depending on whether A & P or the Government is talking, is definitely not the main issue in all this. A Government victory, according to Attorney General McGrath, should “result in lower prices for over 90% of the public who buy from other grocers who, because of A & P’s practices, are required to buy their supplies at higher prices.” The A & P counters this with a flat statement that a Government victory would put the A & P out of business and mean “higher prices for you.”

But underneath this and a tremendous volume of other language in this vein, all directed at the consumer, are other equally basic questions. If it seems to the Government that independent businessmen, farmers, middlemen, and other small operators are, or can be, forced to the wall by the actions of a large integrated operation, should it, in the public interest, step in? The Antitrust Division seems to be convinced that the Government has such a duty even when, as in the case of A & P, the action is outside the classic pattern of trust-busting. In the past, antitrust action has always been synonymous with trying to break up companies and combinations which, because they are monopolistic, limit pro-

duction and keep prices high. Obviously, A & P policies do not fit that rule. Moreover, the traditional concept of a monopoly was a business which controlled more than 20% of an industry. A & P’s share of the Nation’s food business is less than 7%. In none of these three ways does

A & P Appeals to Business

Primary appeal in the chain’s special newspaper pages is to the housewife, but other businesses are invited to line up.

“If A & P is destroyed, no businessman could safely pursue an aggressive sales policy designed to lower prices and give his customers a better deal if by so doing he takes business away from any competitor.

“Even if the antitrust lawyers have no intention now of prosecuting other suits, a decision against A & P will establish a precedent that could be used by the present antitrust lawyers, or any future antitrust lawyers, to destroy any efficient business that buys cheaply, sells cheaply, and grows big in the process.

“Such a decision would mean the end of the vigorous, healthy price competition which has given this country the highest standard of living ever enjoyed by any people anywhere in the history of the world.”

(Excerpts from A & P’s November 2, 1949, full page in the Nation’s newspapers)

the case against A & P follow the accustomed path.

Nevertheless, the issue—the power and ability of large-scale integrated operations to affect the rest of the economy—has now been raised, and whether or not it follows orthodox antitrust patterns is not the most relevant point. More important is a quick determination as to whether the Gov-

ernment has, or should have, the right under the present law to undertake this type of action, and if so, where such issues should be decided. Up to now antitrust actions have been handled by lawyers and courts. Involved here may well be a question of national policy which ought to be decided by Congressional policy makers.

One thing is clear: Business has stakes in the real issues behind the A & P case, stakes which are more vital than those held by the housewife to whom A & P’s tremendous advertising campaigns are now directed and to whom the Attorney General is speaking. The A & P case is opening up the fourth dimension of bigness. Modern technology, mass production, integration and wide area marketing—all the techniques which make for product quality at lower costs are in themselves the children of bigness. Since monopoly is only a matter of degree, these are also the attributes of monopoly.

Bigness and monopoly have given us automobiles, locomotives, telegraph, electric light bulbs, radios, steel and many other products. In some of these areas, the results show that bigness and monopoly are the more efficient modes of economic organization. How to achieve, preserve and harness such bigness to promote the general welfare merits the most critical attention and it is in this field that the A & P case has opened the questions.

Perhaps, in untangling the threads of the A & P case, this country can find out for itself what it values most. It faces into the problem of creating a scale in which low prices and the other fruits of integrated operation are weighed against an ever greater political centralization in Washington, forced into being to counteract economic centralization. The true effect of such concentrations as that of A & P on the independent businessman is also up for some research in which facts will take the place of opinions. The independent businessman is the heart of the American middle class which is in turn credited with being the backbone of democratic institutions.

All these are problems raised by the A & P case. They must be recognized as having importance at least equal to and probably far beyond the questions of low prices and size.

Let’s hope, instead of vague talk about America being a wonderful country on the one hand and big speeches about trust-busting on the other, the New Year brings light on the real issues underlying the A & P case.

UP THE SALES LADDER . . . from the bottom rung to the top. That's a capsule work-history of these two gents: Stanwood Morrill (right) and Frank Camp. Lambert Pharmacal Co., and Pro-phy-lactic Brush Co., have consolidated sales forces. Which makes Morrill director of marketing and advertising, and Camp, until recently v.-p. of sales at Pro Brush, will become director of sales of the new organization. Morrill, a product of Andover, Mass., and the Boston newspaper business, has the kind of background calculated to keep



an agency man glancing over his shoulder. He has not only sold advertising and worked with a big-time agency; he's also headed his own. Got his drug training early by selling sundries over the dusty circuits of the Midwest. Frank Camp went to Michigan with Dewey—but *didn't* want to be president. After college he studied retail selling at Kresge's, managed stores in Bridgeport, Conn., Poughkeepsie, N. Y., and Reading, Pa. Joined Pro Brush as v.-p. in charge of sales in '43. He's a young-looking guy with the build of a college hurdler. "That," he says, "is from carrying those damn display units in and out of stores!" Could be.

IN TOBACCO CIRCLES . . . Lewis Gruber is known to everybody as "Bud." So recently, when P. Lorillard Co. named him general sales manager there was great rejoicing in the company's echelons. Bud Gruber started "small" with the company almost 28 years ago—he was a retail salesman—and though his upward climb has been steady, he's never let smoke get in his eyes. He's retained the "common touch." Before he went with Lorillard he had been head of a N.E. sales force for a film company. But he felt that his future was in tobacco, and he applied—with little or no knowledge to barter—for a job with Lorillard. They "seasoned" him with background in warehouse activities, manufacturing and selling, then turned him loose. He got his tobacco-selling spadework mining the tough New York City streets. Then followed 13 "outside" years as divisional manager of the Cigarette Department, and the "Little Cigar" Department. Finally he was called back to N.Y.C., has been there ever since. For years he's handled the company's participation at conventions, regional meetings, and has conducted many national surveys on brand popularity for Lorillard.



SALES MANAGEMENT

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ONE OF THE PREREQUISITES . . . for a Government man, these days, is an ability to play the piano. On that score Stuart Peabody, assistant vice-president of The Borden Co., in charge of advertising and public relations, definitely makes the grade. Stu Peabody, a poised, capable guy (His work for Borden has copped them five *Financial World* awards in the annual reports sweepstakes) with a sense of humor, too, has just been named by Secretary Sawyer as chairman of the Advertising Advisory Committee of the U.S. Department of Commerce. Secretary Sawyer thought the problem out and picked Peabody as the man to help him put the business of the country in a better light. Stu—he's the kind of guy you instinctively call Stu—is tackling his king-size job with the intensity he accords his Borden works: trying to keep his sub-committees small, use men, who are not members of the basic committee, from all phases of advertising. Stuart Peabody was born in Ohio, attended Williams College. He went to Borden in '24, is a past president of Association of National Advertisers, a rabid amateur photographer, and—of course—a drawing room pianist of first magnitude.



GUY GILLETTE

They're in the News

By Harry Woodward, Jr.



MERE HAPPENSTANCE . . . put Mark Woods where he is today. And today he's American Broadcasting Company's vice-chairman. Back in 1922 Mr. W., an accountant for AT&T, was handed the job of setting up an accounting system for the outfit's newly-established radio department. Ever since he's been playing vital roles in radio's development. It's almost been an accounting system in itself—his rise. With each successive upward move there's been a neat column of figures on the credit side of his career ledger. Four years after AT&T set up Broadcasting Company of America, National Broadcasting took over the operations. Woods went along in the triple capacity of financial officer, assistant secretary and office manager, with a voice in the operational policies. That was the real beginning, which has culminated in the presidency of ABC. Born in Florida, the young Woods burned to go to sea. When he was a bare 17 he made it. But as a member of a U.S. Shipping Board vessel whose engine and radio went dead he, with the crew, floated aimlessly on the North Atlantic for 26 days. It cured him. A friend remarks: "Only time in his life he was ever adrift!"

Contest Helps Eastern Air Dramatize Need for Company Teamwork

Based on an interview by A. B. Ecke with
PRESCOTT A. TOLMAN • General Sales Manager, Eastern Air Lines

Over 80% of the 7,200 eligible employees filed entries in a letter competition on "How I Help Make My Company Successful." It's another sample of the type of promotion that has achieved major objectives for the airline.

Another successful contest has been added to Eastern Air Lines' list of continuous and interlocking contests for sales and service personnel.*

This one was a letterwriting contest, "How I Help Make My Company Successful," a contest that aimed to:

* See "Everybody's a Salesman When Eastern Air Lines Runs a Contest," August 15, 1949, issue of *SALES MANAGEMENT*.

1. Help every member of EAL's family to see how he or she contributes to the success of the company—on the job and away from the job.

2. Impress upon all employees that the success of the company depends not on any one classification or group, but on every member of the EAL team.

3. Remind every employee that his or her future depends on the continued success of the company.

4. Re-emphasize these points so that all of the employees may benefit accordingly.

"We feel that the percentage of employee participation in this contest tells its own story," says Prescott A. Tolman, general sales manager. "According to one of the Nation's top judges of letterwriting contests the results attained in the Eastern Air Lines Success Story Contest represent a unique performance. We obtained 82% participation from the 7,200 eligible employees. This certainly emphasizes the interest in the program.

"Evidence of extra-curricula sales effort was written into all of the letters presented. Our system offices, as a result, were well supplied with live sales leads which resulted in positive sales or the promise of future business.

"This contest further proved that an activity of this kind is a great employee relations and morale builder. Because it is slanted at the positive, it tends to stress those items which make Eastern Air Lines a good place to work. It makes our people realize the many opportunities and advantages open to them."

The contest had two parts. Each contestant was asked to write on the



HE'S CRYING . . . not laughing . . . tears of joy. He's Charles W. Bates, EAL terminal control agent for Atlanta, just after receiving the key to his 1949 Buick sedan, first prize, for writing the best letter on "How I Help Make My Company Successful" in Eastern's letterwriting contest. His wife and Captain Eddie Rickenbacker wear the broad grins.

PROMOTIONAL PIECES were sent out regularly during the contest period. They were carefully designed to give employees and their families the incentive to enter the contest.



subject "How I Help Make My Company Successful": (1) on the job (what I do on my job to contribute to the success of EAL); (2) away from the job (how my family and I promote Eastern in our community). Contestants had to write on each part to win.

The first announcement of the contest was made in a letter from Captain Eddie Rickenbacker, EAL's president and general manager. After that general promotional pieces were sent out regularly.** Included in this material were seven posters, each of which carried an imprint of an index number and the date on which the poster was to be posted. The first three posters were "teasers" which were displayed from September 26 through October 3. The four remaining posters were displayed during the contest period, October 3 through October 31. The first "teaser" poster was posted Sunday night, September 25, to have it on display at the start of the working day, September 26.

A contest rules booklet was sent to the homes of all contestants. And to help them with ideas in the preparation of their letters, two leaflets were sent to them: "On the Job—Away from the Job" and "ABC's—EAL 'Success Story!'"

There were six sets of two large size cutout stars, each for display during the contest period, carrying such messages as "Have you started your letter?" "Many prizes are looking for homes!" Each Tuesday and Thursday during the first three weeks, two new stars were displayed.

Each Thursday, managers, supervisors or foremen distributed a "Progress Postal," on which con-

testants indicated what progress they were making toward developing material for their letters. A prize was awarded to each of the lucky 10 persons who had his or her card drawn from the total number of cards received from all over the system each week. "The Progress Postals represented an important element to managers, supervisors, and foremen in the execution of the contest," Mr. Tolman points out. "The cards enabled them to discuss the progress made by each employee, and they in turn let top management know of the progress made during the contest."

The contest entry blank was an 8½" x 11" sheet with a 3¼" coupon attached. Each blank was serially numbered to match the coupon. When the entry blank was received by the board of judges the coupon was detached and filed and the numbered entry only was given to the judges for grading. Identification of the entrant, his home address, his

place of work, etc., appeared only on the numbered coupon. Acknowledgment of entry was sent to each contestant's home.

Special contest information for supervision was contained in a leaflet which explained how a supervisor could help to get the greatest participation in the contest, and what benefits supervision would derive from this activity.

To constantly remind employees and their families of the contest, two-color jumbo post cards (5½" x 8½") were sent out periodically to their homes. There were four of them, each keyed to fit in with the messages on the posters and promotional pieces.

To further stimulate interest in the contest, four newsletters were sent out at intervals to contestants' homes.

Employees and their families received much of their incentive to enter the contest, Mr. Tolman explains, from the prize list folder which pictured and described the 148 valuable



SOME 6,000 persons—city, county, state officials, and members of EAL's family—attended the prize winners' colorful celebration at Hialeah Park, Miami.



prizes which were to be awarded to the winners. The first prize was a Buick "51" super four-door sedan, plus five shares of EAL stock; second prize, a Pontiac "6" Chieftain four-door sedan, plus five shares of EAL stock; third prize, a Chevrolet Fleetline four-door sedan, plus five shares of EAL stock. Other prizes included everything from a Royal Danish flatwear silver service for twelve to a Westinghouse "Free" sewing machine and many items of lesser value. Besides their merchandise, each winner of a prize received one or more shares of EAL stock, depending on the prize won.

Entries were judged on the basis of aptness, specificness, practicability, novelty or unusual character, and sincerity. Neatness and legibility were required, but handwriting, sentence construction, etc., did not count either for or against the contestant. What he said was more important than how

he said it. Quality of thought was more important than quantity. Use of the English language was not required. The board of judges had foreign language entries translated for judging. Judging was under the direction of Dr. Lloyd D. Herrold, professor at Northwestern University and owner-president of the contest-judging company bearing his name.

Each prize winner was informed of his success, individually, in a personal letter from Captain Rickenbacker. All prize winners, as well as their wives or husbands, were invited to Miami for a short holiday and to attend the prize awards dinner. Some 6,000 persons comprised of city, county and state officials, in addition to members of the EAL family, attended the celebration at Hialeah Park.

Mr. Tolman describes these highlights of the Miami meeting:

"Captain Rickenbacker started with the lower winners and worked

up to the top until five excited and tense EAL employees stood mopping their brows and vigorously trying to keep calm.

"Nervous, exhausted, with tears streaming down his face, Charles W. Bates, terminal control agent at Atlanta, raced from his seat in the stands to receive the key to his 1949 Buick sedan, first prize. Bates literally 'sweated it out' while Captain Rickenbacker called the other 147 successful contestants to the podium for their prizes before the tension he so wonderfully built up was broken. Henry F. Harrison, Miami mechanic, and flight captain William N. Batty, Boston, respectively were the second and third prize winners.

"One unusual entry told of an employee's wife doing the family wash and hanging it along with her husband's EAL shirts on the clothesline so that they advertised 'Fly Eastern' to passersby."

THE 25 LEADING BREWERS OF THE U.S.A.

Annually the Research Company of America, under the direction of A. Edwin Fein, compiles sales figures on the Nation's leading brewers. Data come direct from brewers or from other sources considered reliable, and are published in annual editions of "A National Survey of the Brewing Industry." The following summary is reproduced with permission of the copyright owner.

Annual Sales (figures expressed in thousands of barrels)

| Name of Brewery | Rank | 1948 | Rank | 1947 | Rank | 1946 | Rank | 1945 | Rank | 1944 |
|---|------|-------|------|-------|------|-------|------|-------|------|-------|
| Jos. Schlitz Brewing Co. | 1. | 4,280 | 1. | 3,991 | 4. | 2,649 | 2. | 3,062 | 2. | 3,246 |
| P. Ballantine & Sons | 2. | 4,138 | 3. | 3,726 | 3. | 2,662 | 4. | 2,810 | 4. | 2,200 |
| Pabst Brewing Co. | 3. | 4,114 | 2. | 3,732 | 1. | 3,320 | 3. | 2,833 | 3. | 2,793 |
| Anheuser-Busch, Inc. | 4. | 4,050 | 4. | 3,609 | 2. | 3,156 | 1. | 3,760 | 1. | 3,814 |
| Falstaff Brewing Corp. | 5. | 2,304 | 8. | 1,651 | 10. | 1,149 | 7. | 1,338 | 9. | 1,255 |
| F. & M. Schaefer Brew. Co. | 6. | 2,250 | 5. | 2,400 | 5. | 2,150 | 5. | 2,250 | 5. | 1,931 |
| Liebmenn Breweries, Inc. | 7. | 2,110 | 6. | 2,100 | 7. | 1,300 | 9. | 1,325 | 8. | 1,275 |
| Jacob Ruppert Brewer | 8. | 1,638 | 7. | 1,902 | 6. | 1,785 | 6. | 1,885 | 6. | 1,785 |
| Blatz Brewing Co. | 9. | 1,376 | 9. | 1,491 | 9. | 1,210 | 10. | 1,093 | 10. | 1,062 |
| Fort Pitt Brewing Co. | 10. | 1,202 | 16. | 979 | 16. | 740 | 17. | 714 | 15. | 737 |
| Theo. Hamm Brewing Co. | 11. | 1,200 | 13. | 1,000 | 12. | 805 | 14. | 799 | 12. | 800 |
| Duquesne Brewing Co. | 12. | 1,110 | 10. | 1,167 | 11. | 979 | 11. | 1,034 | 11. | 1,016 |
| C. Schmidt & Sons | 13. | 1,099 | 17. | 971 | 19. | 588 | 15. | 797 | 13. | 791 |
| Pfeiffer Brewing Co. | 14. | 1,094 | 21. | 780 | 22. | 512 | 23. | 545 | 22. | 537 |
| Griesedieck-Western Br. Co. | 15. | 1,057 | 25. | 610 | 25. | 377 | 25. | 350 | 25. | 325 |
| Goebel Brewing Co. | 16. | 1,022 | 18. | 894 | 18. | 635 | 20. | 639 | 20. | 597 |
| Terre Haute Brewing Co. | 17. | 1,008 | 22. | 743 | 24. | 472 | 24. | 524 | 24. | 493 |
| John F. Trommer, Inc. | 18. | 990 | 12. | 1,020 | 15. | 765 | 13. | 820 | 16. | 700 |
| Miller Brewing Co. | 19. | 911 | 20. | 806 | 17. | 644 | 16. | 729 | 14. | 741 |
| Acme Breweries | 20. | 863 | 11. | 1,159 | 7. | 1,300 | 8. | 1,360 | 7. | 1,310 |
| Red Top Brewing Co. | 21. | 855 | 14. | 985 | 13. | 800 | 18. | 710 | 17. | 690 |
| G. Krueger Brew. Co. | 22. | 835 | 15. | 980 | 14. | 791 | 12. | 850 | 18. | 680 |
| The Stroh Brewery Co. | 23. | 822 | 19. | 877 | 21. | 543 | 19. | 649 | 19. | 632 |
| Los Angeles Brew. Co. (Pabst owned) | 24. | 751 | 24. | 615 | 23. | 496 | 22. | 553 | 21. | 541 |
| Minneapolis Brewing Co. | 25. | 693 | 23. | 705 | 20. | 580 | 21. | 590 | 23. | 535 |

The 25 leading brewers sold 41.4% of the nation's beer volume in 1943, and last year jumped their share to 49.2%. Source: Research Company of America, "A National Survey of the Brewing Industry, 1949 Edition."

CLASSROOM WITH A VIEWPOINT: "Theory must be supplemented by actual experience," declares Dr. Warren Leigh (standing), "if the student is to have the ability to make proper application of his education." Model store gets work-out.



Brand Names Cue Co-eds on Retailing Ideas

ABC'S OF TIE-IN SALES: This corner of the new University of Akron classroom is devoted to related item displays. Manufacturers contributing to the display can use the model store for sales meetings, will re-vamp it for their own merchandise.

NO LOST SALES TIME: This self-explanatory display helps cut down the time a salesperson must spend with customers, increases selling efficiency.



Students at the University of Akron are learning that retail displays must be based on free flow of customer traffic, intelligent allocation of selling space, and presentation of merchandise in accordance with buying habits. Among the teachers: Pittsburgh Plate Glass, Westinghouse, Firestone, General Tire, B. F. Goodrich, Goodyear, Jackson Mfg., Akron Merchants Association, and Summit Construction & Fixture.

These big names of industry have joined hands with the University to equip a full-vision-front modern retail store, offering facilities to students for designing and laying out a retail store for any kind of merchandise. The store was initially laid out for Pittsburgh Plate Glass stock. In months to come it will be turned into a Goodyear tire and accessory store, to a woman's apparel shop and on through a full range of retail establishments.



FITS MORE POCKETS: Harvester scrapped the five-cigar pack in favor of the three-cigar pack. The narrower carton fits pockets of work shirts, overalls, slacks, vests and the outside breast pocket on men's coats.

A One-Cent Price Differential: How Harvester Merchandised It

Many a cigar industry tradition went by the boards when Harvester cigars came back, after the war, to recapture civilian markets. The price policy was unorthodox. The advertising was different. There were new wrinkles in packaging and display. And sales reached a new high.

This is the story of a product that turned competitive disadvantages into advantages by a succession of price promotions and re-established itself in a highly competitive market from which it had been absent throughout the war.

When Harvester Cigars reappeared in the civilian market late in 1947, they entered a world that had not existed before the war. During the five and a half war years when virtually the entire production of Harvesters had gone to the Government, production costs had risen to fantastic heights. OPA had come and gone. Harvester's leading competitors had been able to maintain distribution throughout the war, and most serious of all was that costs were still going up. Competing brands, retailing for 9c, were at a price level which Harvesters couldn't meet without a prohibitive loss or a lowering of quality standards.

In the face of this dilemma a bold

decision was made: Harvesters would not try to compete with the market at 9c. They would come back at 10c. The retailer would be given an incentive for pushing them.

At this point it should be explained that according to industry practice, the retailer's profit amounted to 70% of the extra penny. There was nothing unorthodox about all this. It merely followed established trade practices.

A 20% profit was always standard in the industry for 9c cigars, and a 25% profit was standard for all cigars selling at 10c and up. What was new was that a major brand, Harvesters, was filling a vacuum, because in 1947 there was no other major brand selling at 10c.

The Time Factor

The date is important, because what followed was as much the result of intelligent timing as it was of accurate forecasts, long-range planning.

Thanks to well directed selling efforts, plus a standard of quality which smokers had not enjoyed since 1942, acceptance of the brand was immediate in all the markets where it had been established before the war. In fact, it was so immediate as to be embarrassing. Production could not keep up with it.

Under these circumstances many a manufacturer would be tempted to do one of two things: increase production by subcontracting or cut out advertising to get an added profit. However, the Consolidated Cigar Corp., producer of Harvesters, did neither. Subcontracting would have compromised quality control; consequently, it was not even considered.

Advertising was necessary to keep up demand, even when supply was short. It had to be advertising of a special kind. Large space was out; sales couldn't justify it. Small space had to compete with the large space competitors were using and still make itself felt. With a price a penny higher than the 9c competing brands, the job of cracking the market was that much tougher.

Three things were required of the advertising: frequency, high attention value, and a price treatment which would offset the disadvantage of the higher price. The answer was found in a campaign which upset all rules and precedents of cigar advertising.

Instead of being generous with



BIG VALUE AT LOW COST



The telephone is a big bargain in security, convenience and good times for every member of the family. Just in the steps it saves, it more than pays for itself. Its value in emergencies is often beyond price. Day and night, every day, the telephone is at your service. And the cost is small—within reach of all.

BELL TELEPHONE SYSTEM



white space, as most cigar advertisements are, the new campaign had almost none. Instead of using short copy and simple art, it crowded the space with all it would take. The usual attention-arresting headline, the bold-face logotype and the illustration of the cigar were all thrown out the window. This campaign had no headlines, no logotypes, no large cigars. Instead of featuring the price with a bold set of numerals and talking about it in the copy, the price was mentioned only in the last line—and then with the alphabet instead of with numerals. The phrase used was “only a dime”—in type no larger than anything else. Instead of running for 13 weeks in the spring and in the fall (standard practice), this campaign ran every one of the 52 weeks during the year—probably the first time in the industry that newspapers had been used on such a schedule.

The campaign consists of a cartoon series, 61 lines on two columns, featuring a character who appears in every advertisement, the Long Suffering Male. He is invariably the victim of circumstances over which he has no control, usually the opposite sex. He never says a word in protest and takes all the abuse piled on him with a resigned if painful martyrdom. In the background there is always a sort of Greek chorus of sympathetic fellow-males who diagnose the situation with wisecracks. The one at the extreme right invariably suggests a Harvester Cigar as consolation for the LSM's tribulations. In the first

campaign a modest box in the lower right-hand corner said:

**Troubles go up in smoke
with a
HARVESTER CIGAR
— only a dime —**

The campaign built around the 10-cent price fulfilled every requirement. It had frequency, and it spoke modestly but effectively of the price in a way that told the reader he was actually getting a bargain. Best of all, it repeatedly broke all records for readership, running up 22% and 25% readerships in tests conducted by the Advertising Research Foundation of the ANPA Bureau of Advertising, and hitting a low in Starch Studies of 9c per hundred readers (seen—associated) and 10c per hundred readers (read most). It created fans who followed the series devotedly. Suggestions for new situations in the series came from readers all over the country. Those whose suggestions were later used were rewarded with a box of Harvester Cigars. Occasionally when an insertion was missed or an insertion date shifted, dealers called the distributors to find out why the advertising had failed to appear.

The campaign was launched December 2, 1947—again a violation of precedent since traditionally most cigar advertising in newspapers has run most of the course of its fall campaign by December and waits for spring before it resumes.

Tactically, the campaign was a

“holding” operation; that is, it held the brand name before the public until time had stepped up production and made price changes which the owners of the Consolidated Cigar Corp. had already foreseen. As such it was completely successful. Distributors and dealers were impressed. They cooperated in putting enlargements of the cartoons on store windows, in displaying and promoting the brand.

There was, however, one element missing: display inside the store. Dealers did not readily display a box of Harvesters because they felt the 10c price was still to some extent a stumbling block to the consumer. To this the only answer was a display piece which would have to go on top of the retail counter.

The answer was found early in 1948 in a new kind of container. Traditionally, cigars are stocked in retail stores in boxes of 50 cigars. Occasionally, for gift purposes, they had been packed in boxes of 25, and there were so-called pocket packs of five and sometimes 10 cigars. Once a competitor had forced distribution with a free goods deal and a gigantic top-of-the-counter case holding 200 cigars. However, this was so awkward and took so much counter space that it vanished almost as quickly as it had come.

What was developed for Harvesters was a new cabinet which held 100 cigars. Instead of being 13 cigars wide, the new cabinet was 15 cigars wide, so that it was not much wider than a box of 50. It was enough

UPSETS TRADITION: Harvester packs its small-space ads with art and copy and forgoes industry tradition of placing the brand name in bold face type with a large cigar. Ad-

vertising runs on a year-round schedule, not on the customary 13-week spring and fall cycles. Initial cartoons—such as the one at the left—played down the 10-cent price.



How are you going to tenderize today's tough buyers?

Some buyers can, like beef, be tenderized by pounding.

But with both beef and buyers you get better results by proper feeding...and the feed that tenderizes buyers is information that helps them understand values.

In this buyers' market (and it's really a market of choosey, deliberate buyers, seeking good values) some sales managers are going to stampede their salesmen into an attitude of pugnacious pounding.

They'll get some business that way, too. But high-pressure selling is high-cost selling. And business secured that way is wide open to competition, especially competition that sells by relating its product to prospects' interests and needs, rather than beating them over the head with arguments.

"Ditch-Digging" Advertising can help soften up your prospects

Since the crux of low-cost selling in today's market is helping buyers understand the values of your product to them, the obvious starting point is to find out what they think about the product now. How sure are you just which features most appeal to most of your prospects, and to what extent this changes by types of people within different markets?

Isn't it possible that the changing scene has brought about viewpoints with which you are not completely familiar?

Isn't it possible that vast groups of your prospects harbor prejudices about your product which, if you knew what they were, would define the obstacles that are blocking sales and dictate greatly improved sales and advertising approaches?

These are the things that must be known before you can determine what to say and how to say it — before you can know what the best forms for feeding this tenderizing information might be (whether booklets, magazines, direct mail, radio, sales presentations, counter displays, or what).

This agency is equipped to work with any Sales Manager who's got a hard-selling job to do. We can get going with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.



THE SCHUYLER HOPPER Co.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

★
★
★
★
★
★ ★
★

**ST. PETERSBURG
FLORIDA**

Is NOW In
Its Biggest
Winter and Spring
VISITORS' SEASON!

• — •

**The Evening
Independent's**

READER FAMILIES

Will GROW Beyond

31,000
and SPEND Over
\$347,692.00

for FOOD Alone
EACH WEEK

**The Evening
Independent**

The Sunshine Newspaper

**ST. PETERSBURG'S
FAMILY NEWSPAPER**

Represented Nationally by

DeLISSER, INC.

NEW YORK
CHICAGO

PHILADELPHIA
ATLANTA



deeper from front to back to display 10 additional cigars in front of the row of 15, turned the other way in two neat rows of five cigars, so that it looked like a display of fancy imports. The larger lid necessary to close the box stood head and shoulders above competing lids when open, giving the brand name and trademark added and larger display.

Introduction of the new cabinet was enthusiastically received by the chains and the more important independents, but faltered in smaller outlets. This was to be expected. Where it was displayed, the cabinet stepped up sales materially. Dealers found that it took no more time to sell 100 Harvesters than it had formerly taken to sell 50, in some cases even less.

By the middle of 1948 conditions had caught up with the competing brands. Production costs had risen so high that they had to raise their prices from 9c retail to the 10c level of Harvesters. When this happened, the sales of Harvesters, which had shown a steady growth month after month, shot up sharply—this, despite the fact that what competitive advantage Harvesters had had in a longer profit for the dealer had been wiped out.

There followed eight or nine months of intense competition reminiscent of pre-war days. After the sharp upturn in Harvester sales there

usual horizontal line of display. The cabinets of 100 were similarly equipped with "legs." In no time at all the Harvester "legs" became the talk of the trade. Dealers played with the "legs" as they would with a new toy. A few who found their orders filled with the old packaging indignantly asked to have them replaced with boxes with the Harvester "legs."

Meantime production facilities were increased. Tobacco prices softened slightly, but not enough to affect the retail price of cigars. Nevertheless, Consolidated decided to sacrifice its immediate profit in Harvesters with a dramatic new pricing move which would again give Harvesters an edge over competing brands. The sales board, in consultation with the advertising agency, worked out a triple-barreled new price for Harvesters:

1. The retail price was to be reduced from 10c to 9c.

2. With the larger margin for the retailer, the cigars were to be fair traded at the new price of 9c for single unit sales, and at 3 for 25c in multiple unit sales. This gave virtually the same profit as a usual 5 for 45c profit on 10c cigars.

3. The retailer was to get a new incentive for selling Harvesters at 9c, because the wholesale price was reduced below the traditional level to give the retailer an added profit he



"LEGS" MAKE THE DIFFERENCE:
Until Harvester die-cut the bottom of its box to provide a built-in easel, it had to fight on equal terms with competitive brands for display with its new type of box. Harvester introduced a package with 100 cigars instead of the usual 50. The larger lid stands out in competitive display.

came a leveling-off period: All gains were held and even enhanced, but the new gains were smaller than those registered in the middle of 1948.

Harvester sales then got a shot in the arm with a new kind of display, so simple that it made everyone wonder why it had not been thought of before. The traditional box of 50 had its bottom die-cut in easel fashion, so that by pulling out and locking the wings thus formed, the box stood up on its own "legs" at an angle to the

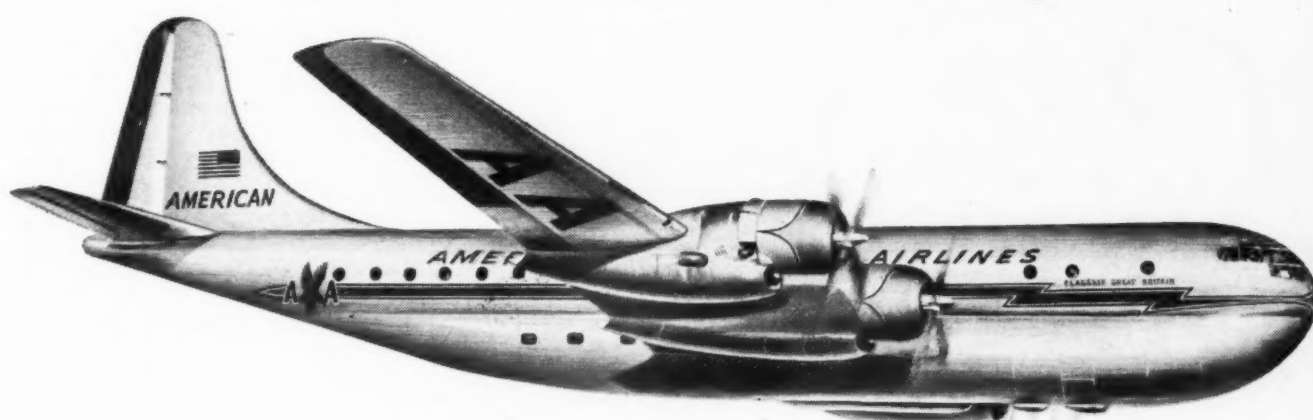
had never before enjoyed on 9c cigars.

The new price filled an important gap in the cigar market, since there was no other leading brand selling between the 6c and the 10c level.

This price reduction was merchandised in so dramatic a way as to make merchandising history. All preliminary discussions were kept secret. It originally had been decided to announce the price change the first week of April, 1949. The advertising agency, however, recommended that

FARES TO EUROPE REDUCED ALMOST 40%

the lowest in air travel history



Typical round-trip fares from New York

| | New Fare | Regular Fare | Reduction |
|------------------|----------|--------------|-----------|
| LONDON | \$385.00 | \$630.00 | 38.9% |
| PARIS | 407.00 | 666.00 | 38.9% |
| FRANKFURT | 442.70 | 685.80 | 35.4% |
| STOCKHOLM | 482.30 | 730.80 | 34.0% |
| SHANNON | 353.10 | 570.60 | 38.1% |
| ROME | 485.40 | 747.00 | 35.0% |

• You can now fly to Europe and back by luxurious double-decked Stratocruiser Flagship, at the lowest air fares in transatlantic history. American's special mid-winter round-trip fares* have a 15-day return limit and are valid for travel begun on or before March 16th.

**Subject to Government Approval*

For full information see your travel agent or
the nearest American Airlines Ticket Office

AMERICAN AIRLINES

AMERICAN AIRLINES, INC. • AMERICAN OVERSEAS AIRLINES, INC.

the date be shifted ahead to March 15 to take advantage of the publicity advantages inherent in the day when people dismissed their income taxes from their minds. The recommendation was adopted. Publicity releases, telegrams, letters, etc., were prepared over the weekend (March 12-13) but were not sent out until one o'clock Monday, the 14th. Then, to give added importance to the releases, special messengers were employed to deliver them.

Meantime all distributors and their salesmen within a radius of several hundred miles of New York City were summoned to a special meeting on the afternoon of Monday, the 14th. At that meeting the price change was announced. It had the desired effect of being a complete surprise to everybody. Salesmen were shown the large new advertisements which would appear the next day, featuring the price change. This, too, was tied in to the holding campaign

with this headline: "At Last the Long Suffering Male Gets a Break." Sales crews and missionary men were given new window posters showing the new price, and a set of bull's-eye stickers reading "3 for 25c" to superimpose on the posters wherever the dealer wanted to feature the new quantity price. They were also given stickers and strips to paste on the cigar box lids, featuring both the new 9c price and the new 3 for 25c price.

Most dramatic of all was a totally unprecedented bid for the retailer's goodwill. Retailers in all lines have all too often been caught in price reductions with high-cost inventories. Yet, although cigars and cigarettes are probably sold in more retail outlets than any other kind of merchandise, Consolidated undertook the protection of every retailer's Harvester inventory. The method of accomplishing this was the most intimate, and yet the most simple, of all. It completely eliminated bookkeeping, rebates, correspondence, and disputes.

The Goodwill Bid

Each retailer had to be called on. For every 10 Harvesters (or fraction thereof) he had in stock, the salesman or missionary man personally delivered one cigar free of charge. This completely took care of the price adjustment, and at the same time eliminated entirely any possibility of losing the retailer's goodwill. Jobbers' inventories were similarly protected.

In short, each Consolidated representative—and there were hundreds of them—was equipped to go to work the very next morning, or even that same evening, with a brand new set of merchandising tools.

Next morning they found even more than they had been promised. Publicity releases had been welcomed by editors and news services from coast to coast. AP and UP wires carried the news, the first price reduction in the tobacco industry. Radio stations all over the country carried the story in their news broadcasts. Hundreds of newspapers featured it, many of them on front pages. Although it came on the heels of a \$10 price drop on Chevrolets and a slight reduction on Sears, Roebuck refrigerators, editors were quick to see that the 1c price change meant much more to the average cigar-smoking working man than the Chevrolet or Sears, Roebuck announcements. The *New York Daily News* even had an editorial on the Harvester price drop.

The following day the regular Long Suffering Male cartoon advertisement appeared as usual, but in

79%
of all
**SAN DIEGO
AUTOMOTIVE**
lineage



**What the SAN DIEGO
UNION and TRIBUNE-SUN
does for "Automotive" - it can do for you**

You want all the coverage you can get for your money. You don't want to divide your shots unnecessarily. Then take a leaf from the way automotive advertising is placed in San Diego. Get *concentration* of your dollars in one *powerful, adequate* advertising medium... the San Diego Union and Tribune-Sun. That's right. In San Diego you only have to make *one* "buy"... and you cover Southern California's second largest market, 401,000 in the city, a half a million in the City Zone ... 650,000 in the County.

The UNION and TRIBUNE-SUN carried 1,486,502 lines of automotive advertising the first 10 months of 1949. That's 79.2%... a good guide to your spending.

Ask the West-Holliday Man!

"All the News with Partiality to None"

San Diego

UNION and TRIBUNE-SUN

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

place of "only a dime" there was a big 9c price and the line "Don't forget your change." This campaign has continued week after week ever since.

Again the news acted like a tonic on retailers and on sales. Competing manufacturers were caught unaware and unprepared. They have not met the new price to this day. Harvester sales soared again, and rose to figures resembling some of the better pre-war years. Distribution was extended, and Harvester boxes which had been kept in cigar cases or in wall cabinets were moved to the top of the counter. Again, the cabinets of 100 cigars were featured to gain still more display space. With the stickers announcing the price reduction, Harvesters moved still faster.

Reaction Wanted

Meantime the management waited eagerly to see what the reaction would be to the 3 for 25c quantity price. Originally intended as a suggested price for chain stores, it was not mandatory, but a minimum fair trade price.

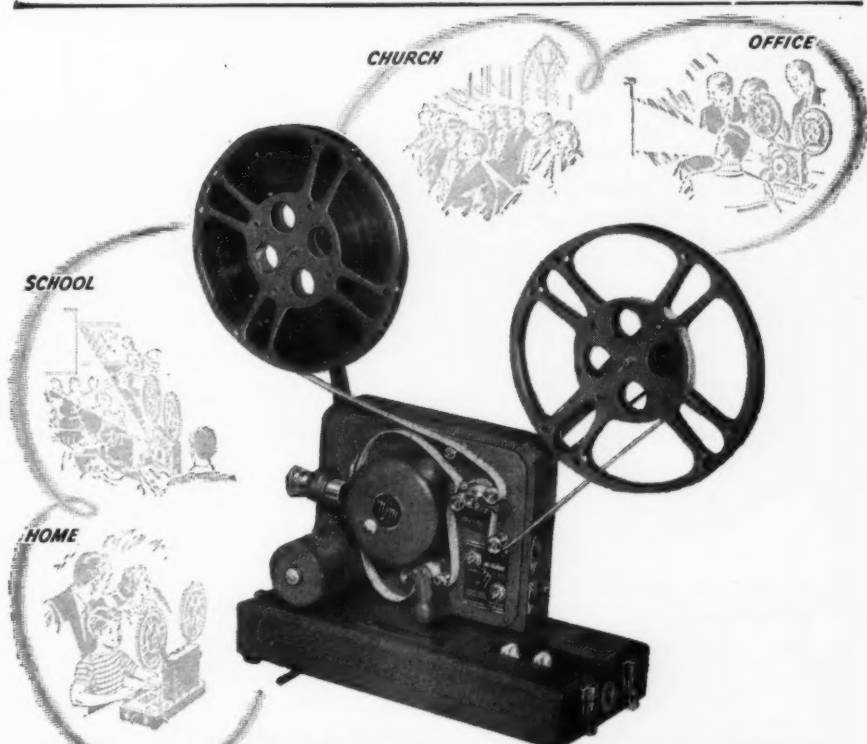
It did not take long to get the trade reaction. All but two of the chains were delighted with the 3 for 25c price and saw that it would speed up sales. Much more surprising was the fact that about 65% of the independent retailers felt that way, too, and were ready to sacrifice a few cents' profit per sale in the hope of getting more volume. Apparently the doctrine preached by Floyd B. Odum, president of the Atlas Corp., had wider acceptance than anyone had realized. Mr. Odum had said, "A lesser percent of more is often greater than a larger percent of less."

This acceptance of the quantity price dictated Consolidated's next move. Just as the cabinet of 100 cigars was a new departure in packaging, so the management now went to the other extreme and replaced the traditional package of five cigars (which it had not revived after the war) with a pack of *three* Harvesters. While the old five-pack could be carried only in a wide coat or trousers pocket, the new three-pack was narrower and would fit into the pockets of work shirts, overalls, sports shirts, slacks, vests, and even dress shirts, as well as the outside breast pockets of coats—a favorite place for men to carry their cigars. The cardboard carton in which the three cigars were packed protected them against crushing and breaking and was thus an added convenience for the smoker. The packs were individually sealed at the factory, each with its own in-

ternal revenue stamp, similar to packages of cigarettes.

Another precedent was broken in getting away from the traditional cedar, red, mahogany or otherwise dark colored background in the pack, and using in its place a clean white background, which enormously snapped up the brand name, and a large trade-mark. The packs were assembled in a new display carton which again broke with tradition: 75 cigars (25 packs) to the carton in-

stead of the usual 50 or the occasional 25 or 100. This gave Harvesters a wider display unit than the usual boxes of 50, and again stole the top of the counter. The back of the unit folds and carries an upright brand name with a blank space at the lower right for the dealer to insert his price: It says "3 for —" and leaves the price up to the dealer to insert in crayon, since the 3 for 25c price is not mandatory. The front of the display carton carries the slogan "Fits



MOVIE-MITE

Entertainment • Education • Church and Sales Messages

All the advantages of finest 16mm projection (silent or sound) are made available at LOW COST

MOVIE-MITE was the FIRST precision built, extra light weight, compact 16mm projector to be put on the market at a notably low price.

MOVIE-MITE established new standards . . . and leads in the production of an amazing combination of quality and economy.

MOVIE-MITE, complete with speaker, weighs only 26 lbs. Universal 25-60 cycle A.C. or D.C., 105-120 volt operation.

Write for details.
See your dealer
for
demonstration.

Model 63 LMB

\$198⁵⁰



MOVIE-MITE CORPORATION

any pocket and every pocketbook."

Again, the new package was kept secret until it was ready for shipment. On Monday morning in late July each distributor and salesman received, by air mail special delivery, a single Harvester three-pack, with a letter explaining the reasons for the new package and the new display unit. The letter also urged distributors to wire or telephone the quantities of the new pack they could use *per week*; orders would be honored

and allocations made in the sequence in which they were received.

Reaction was instantaneous. Distribution of the new pack spread like wildfire. Significantly, it did not displace the orthodox box of 50 Harvesters. Stores that carried the packs also carried the boxes, thus giving Harvesters a double display at point-of-sale.

Wherever the packs were introduced, they were called to the consumer's attention with window post-

ers illustrating the new package. The lower right hand corner carried the same "3 for —" with a blank space for the price which was on the display box. The salesmen who put up the posters filled in the 25c or 27c price with crayon, giving the effect of a special home-made sign featuring a special price.

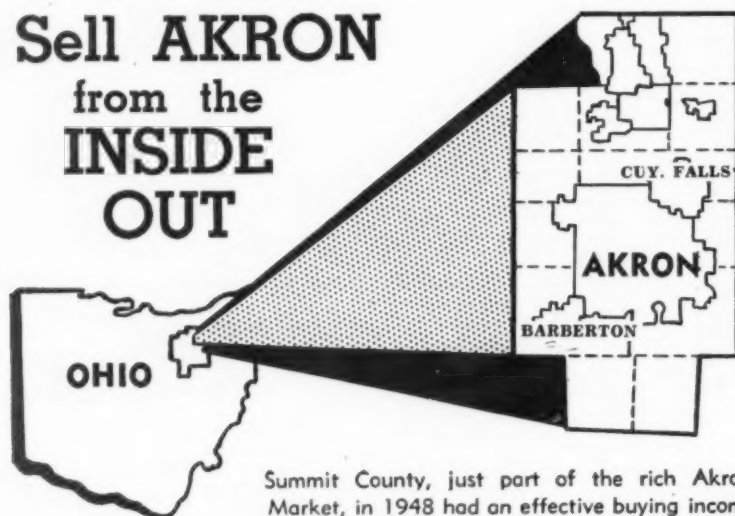
In New York City and adjacent parts of New Jersey, a representative showing of two-sheet posters, each 60" x 46", went up at more than 1,100 locations on all three subway systems, on all elevated lines, and at ferry and railroad terminals and stations.

These two-sheet posters went a step farther than anything that had been tried before. They carried, in figures seven inches high, the 3 for 25c price, qualified by the phrase "Minimum retail price." In short, the manufacturer for the first time announced the 3 for 25c bargain to the public without asking the retailer's consent.

The predominant reaction has been more sales, wider distribution, faster turnover. Dealers are enthusiastic and cooperative, and believe that the Harvester three-pack is the greatest advance in packaging and merchandising the cigar industry has seen. In fact, this latest move has lifted the rate of Harvester sales beyond anything that was achieved in the best pre-war year. Sales in packs are more than double the anticipated figure. The increased production has not yet caught up with demand, and dealers and distributors the country over are asking for more and still more Harvesters.

It all proves that even a one-cent price differential can work like magic—provided the product is right, and provided that the differential is properly timed, merchandised and promoted.

Sell AKRON from the INSIDE OUT



Summit County, just part of the rich Akron Market, in 1948 had an effective buying income of \$689,132,000.00. While other cities are

adjacent to Akron and Summit County, only the Beacon Journal has sufficient coverage to influence buying. For example check the following.

facts about Summit County newspaper coverage

Coverage figured on 1940 estimated number of Summit County families (120,000)

AKRON BEACON JOURNAL

Daily Circulation120,196
Daily Coverage99.99%
Sunday Circulation111,617
Sunday Coverage93.6%

CLEVELAND PLAIN DEALER

Daily Circulation13,625
Daily Coverage11.3%
Sunday Circulation10,720
Sunday Coverage8.9%

CLEVELAND PRESS

Daily Circulation587
Daily Coverage0.5%

CLEVELAND NEWS

Daily Circulation523
Daily Coverage0.5%

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

"The Salesman's Creed"

By W. C. Holman

Readers' Service can now
supply copies, in color, suitable
for training. See page 104.

Promotion

Farms Are Electrifying

Meredith Publishing Co., Des Moines, has completed a survey which points up the progress toward better living made by the Nation's top farm families over the past three years. The report, fashioned from the survey, makes highlights of such facts as the growing electrification among farm families. Almost 2,000,000 farm families in the U. S. now have power-line electricity, and an estimated 203,000 more will have electricity during 1950. There are also reports covering plans by farm families for remodeling and special purchases.

Philadelphia Auto Facts

The Philadelphia Inquirer has recently issued the eighth in its series of reports called "Philadelphia Automotive Facts." The reports are issued quarterly. The latest covers both passenger and commercial sales in the Philadelphia area. Sales comparisons for the 20 major business and economic areas of the city of Philadelphia for the years 1948-49 are shown on easily read tables.

Minnesota Newspaper Rates

Minnesota Editorial Association (835 Palace Building, Minneapolis, 1) will provide you with a study of the rates and data for Minnesota's 442 weekly and daily newspapers. This is the 1950 edition of the report which is an annual release. There are data on ABC weekly newspapers, circulation breakdown for town and country, foreign language newspapers, publishers' names and many other classifications.

Market Data: South Bend

A booklet which will provide you with complete economic and marketing information on South Bend and its retail trading area has been issued by *The South Bend Tribune*. This is an eight-page, file-size booklet which contains information on population, housing, employment, education, religion, retail and wholesale trade and outlets, manufacturing, real estate, and industrial characteristics. There are statistics on the transportation, banking and public utilities of the area. A map of South Bend's trading territory, showing highways, railroads, rivers and county boundaries, appears on the booklet's front cover. A final section of the booklet outlines the *Tribune's* coverage of its market.

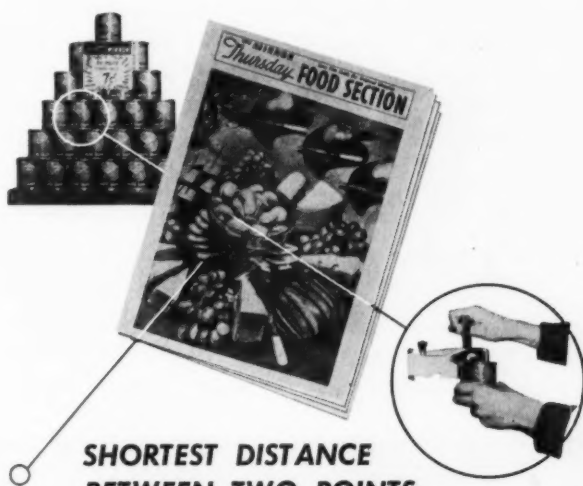
Family Food Survey

Dell Modern Group, in cooperation with National Family Opinion, Inc., will send you a copy of the Dell-National Family Food Survey. The survey covers baking, canned and packaged goods, fresh fruits, frozen foods, beverages and miscellaneous products together with characteristics of the panels which cooperated by inventorying their purchases over a two-week period. Approximately 2,000 families took part in the study and panels blanketed the Nation. Dell

Publishing Co., Inc., 261 Fifth Avenue, New York 16, N. Y.

The Sweetest Buy

Woman's Home Companion believes it is the "sweetest buy" in its field for advertisers. So they've gotten eight staff members (including two males) to contribute their favorite "sweet" recipes, and made them into a promotion package. The piece is mostly straight recipe (the end-product photographed in color), but there's a soupcon of selling, too.



SHORTEST DISTANCE BETWEEN TWO POINTS . . .

Here's the only food selling medium of its kind in the rich Los Angeles market! Filled with tempting recipes, down-to-earth budget menus and kitchen tested ideas, this separate, easy-to-save, Thursday *Mirror* Food Section is a real hit with housewives!

Let a *Mirror* representative show you copies, explain how your Los Angeles food advertising can look bigger, produce more sales, cost less, in *THE MIRROR*!

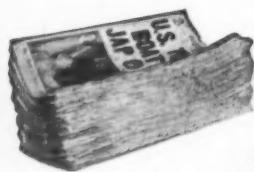
Del Monte . . . a MIRROR advertiser

In Los Angeles
you'll look **BIGGER** in...

Represented by
O'MARA & ORMSBEE, INC.
NEW YORK DETROIT
CHICAGO SAN FRANCISCO



VIRGIL PINKLEY,
EDITOR AND PUBLISHER



A quarter-billion pages

❑ The first cast slides down the incline from the stereotype department... a silvery semi-cylinder of type metal, mint fresh and still warm, that clatters quietly along the foot-high conveyor which runs past the long lines of presses.

The press crews start for their stations, scraping heavy oil-sodden shoes across the studded steel deck, gang up along the towering presses which extend through the two-story deep pressroom.

On the level below, the 1,650 lb. newsprint rolls are shunted around on small trucks that follow grooved rails in the six-feet thick concrete floor... left where they can replace the used-up rolls on the press reels.

The time is 6:00 pm EST.

The Daily News is going to press.

❑ Bill O'Brien, press super, came in at 3:00, is still working his way through the usual reports, memos, circulation beefs... One side of his small boxy office is a window looking out on the pressroom.

News pressman for twenty-eight years before he

was made super in '48, Bill knows what's going on from the noises, vibration, feel of the place... glances occasionally at the fifteen gauges on the walls that keep tab on four underground ink tanks, and show the time, speed and duration of every edition run.

❑ Sixty minutes earlier, the first form of two News pages, side by side, was sent from the composing room to stereotype. A sheet of *papier mache* composition, pressed against the face of the form, makes a reverse impression... matrix, called mat. Hot type metal forced against the mat in a circular chamber, forms the cast. From its curved outer surface, the paper is printed.

Sets of mats sent by Ford coupes to the Brooklyn plant, are cast there. For each edition, or change during an edition (replate) new casts are supplied, the old returned to be melted down.

On a normal night, the Manhattan pressroom uses some 3,000 casts, Brooklyn about 2,000.

❑ As the casts come along on the conveyor, flyboys



printed every day!

(apprentices) pick off the numbered pages needed for their units, stack them on end. Pressmen lock the casts on the press cylinders... two around, four deep, sixteen News pages per cylinder. The "pressmen in charge" move around unhurriedly, checking the press units item by item.

As eight o'clock nears, the tension in the room mounts steadily. Late casts are snatched off the

and a Queens edition, with 160,000; while the Queens edition printed in Brooklyn runs to 240,000 copies.

All of which amounts to—Manhattan, 1,640,000; Brooklyn, 703,000; total 2,343,000 copies tachometer count, including spoilage, discards, imperfect copies.



¶ On Wednesday, the Sunday predate (distributed beyond the 200 mile zone) runs a full eight hours daytime, 1,227,000 copies.

On Friday night, are run a second Sunday section of 1,270,000 copies; and a Jersey Sunday section of 354,000 copies.

In a recent three day period, both pressrooms printed more than two billion pages!

¶ Manhattan has 60 Goss units, Brooklyn 40. The newest are sleek battleship gray jobs that are run at 50,000 copies per hour.

Men and boys on the press force run to 380 in Manhattan, 129 in Brooklyn, excluding electricians.

The pressroom payroll tops \$50,000 per week!

¶ No pressroom in the world works on such a hard fast schedule; and probably none exceeds that of the News production.

Only an adamant schedule, experienced skill and meticulous planning, make it possible to produce enough papers to stock 20,000 city and suburban dealers alone... to have the News on hand everywhere for more than 2,200,000 buyers every morning, and 4,350,000 on Sunday.

¶ Having papers on hand, of course, is not enough. You must also have readers who want them, and buy them... as News readers do every day, without subscription contract or carrier boy.

The largest newspaper circulation in this country is bought, not sold, every day!

¶ The bought newspaper makes a better buying medium—which serves to explain why The News sells more merchandise to more people than any other medium on earth... The advertiser, obviously, can buy nothing better!

THE NEWS, New York's Picture Newspaper, 220 East 42nd St., New York... Tribune Tower, Chicago 155 Montgomery St., San Francisco

conveyor, dropped into open sections on the cylinders, clamped in place. The men stand off.

¶ At 8:00, klaxons blare through the big room, signal for the presses to roll. The "button man" starts first speed. The cylinders start to roll sluggishly with a dull rumble, which changes to a higher protesting half-human whine as the speed steps up.

The moving webs of newsprint wind through the cylinders, on to curved steel sheaths where they are divided, folded, cropped... and the finished copies are carried away in a continuous line on the spring-wire conveyors, every fiftieth copy angled for the bundlers' count.

Press speed is not continuous, as one series of units slows down to pick up the taped edge of a new paper roll, or may even stop for a replat... By 9:30, the City, first edition, is off.

¶ The schedule runs about as follows:

| | |
|--------------|------------------------------------|
| 8:00 pm-CITY | Manhattan 356,000....Bklyn 170,000 |
| 9:30 pm-* | Manhattan 40,000....Bklyn 6,000 |
| 11:00 pm-** | Manhattan 330,000....Bklyn 160,000 |
| 1:40 am-*** | Manhattan 470,000....Bklyn 350,000 |
| 4:15 am-**** | Manhattan 74,000....Bklyn 17,000 |

Meanwhile, in Manhattan, a country edition is also run simultaneously, about 210,000 copies,



MINIATURE SHOWROOM was designed for the commercial of program of the Mullett-Kelly Co., men's wear shop in Salt Lake City. Here a KDYL-TV staffer demonstrates removable lining.

How TV Is Paying Off: A Fistful of Capsule Case Histories

BY TERRY ARMSTRONG

An SM study of TV activities in 13 cities shows that advertisers are beginning to use television to produce sales at low cost. Here are some specific reports on the use of TV to sell prospects luxury items, appliances and services.

Early 1949 saw television off with a jet-propelled start as a record-making sales medium. Its performance all during the year seems to have justified the claims of its most rabid champions. That performance reveals these facts: (1) TV is hanging up impressive sales records in smaller cities as well as the major metropolitan centers; (2) it is, in many instances, achieving sales at an incredibly low cost to advertisers.

One hundred thousand dollars in

merchandise sold and at an expenditure of only \$200 for five film spots on WHEN, Syracuse, N. Y. That is the experience of Paul T. Henson, Lincoln-Mercury dealer.

However, it should be pointed out that, unlike many advertisers who have taken a willy-nilly flyer in TV, Mr. Henson went into television with a sound, pre-conceived merchandising idea called the "Car a Year" plan. Briefly the plan called for the automobile owner to be assured of a new

model Mercury each year at a fixed monthly cost, once the initial car had been purchased. As a part of the plan, all service and maintenance for the car was to be handled by the dealer's service department.

The plan struck Paul Adanti, WHEN general manager, as a natural for TV presentation and Program Manager Edward Roden came up with a tailor-made one-minute film. There was not a smidgin of entertainment dressing in this TV effort.

Featuring Mr. Henson himself, signing a new customer, this film pointed out the advantages of buying a new Mercury each year and how easily it could be done under the Henson plan. Location scenes were made showing the graceful lines of the latest model, the adequately stocked Henson showrooms, and the complete service department. In just one min-

New...Competitive COMMODITY RATES



—for Delta airFREIGHT

Savings Up to 30%; Many Rates Below First Class Rail

Delta Air Lines is now setting up low-cost commodity rates which will save you both days and dollars on shipments to and through the South. Savings of 20 to 30% apply to nearly all modern commodities; only poultry, livestock and a few other items are excluded.

Here is just one example of how rates have been slashed:

100 LBS. FROM CHICAGO TO ATLANTA

Present AirFREIGHT rate \$6.70

New commodity rate 4.55
(pick-up extra, but optional)

1st class rail express 6.00
(no option on paying for pick-up)

Write today for complete commodity rates to points you ship to or from in the South. Delta connects with 16 other certificated airlines at key terminals; we send you rates from Delta terminal nearest you if you are off-line. Tables show commodity rates, pick-up fees and cost comparisons with rail express for same destinations. You can see the savings at a glance.

Delta AirFREIGHT flies on all passenger planes, also in special Flying Freighters. No waiting for full loads; your shipments move on schedule.



General Offices:
Atlanta, Ga.



**START
SAVING
MONEY**

Phone or Mail Coupon NOW!

Delta Air Lines, Inc.
Municipal Airport, Atlanta, Ga.

Please send me new Commodity Rate tables for shipments

from _____
to _____
Name _____
Street _____
City _____ State _____

DELTA airFREIGHT OFTEN COSTS LESS PER CWT. THAN FIRST CLASS RAIL EXPRESS

ute, the story of the new Henson "Car a Year" plan was told effectively and in such a manner as to build interest and attract the viewer to the showrooms for the full story.

Mr. Henson and WHEN agree that the success of the venture was attributable to the selection of the right time segment. Sunday night was selected as the best time in which to reach the "solid" family group audience.

After the film had been shown only five times Mr. Henson was forced temporarily to discontinue the "Car a Year" television spot because more

orders piled up than he could handle. Over 50 persons purchased new Mercury cars under the plan. In all, over 300 persons expressed interest in the plan, 100 of whom Mr. Henson could classify as "very potential customers."

Mr. Henson says, "I'm convinced that television is the medium." He is now sponsoring a weekly five-minute venture to stimulate sales of his late-model used cars.

A total of \$5,000 in sales realized from a single program is reported from another automobile dealer. On Tuesday evening, November 30th, the Motor Sales Co. of Baltimore fea-

tured a 1946 Dodge car at \$995 as the weekly special on the company's silhouette quiz program, "Shadow Stumpers," over station WAAM-TV. Before the car could be returned to the showroom after its appearance before the TV cameras, it was sold. Five other would-be purchasers clamored for the car that evening. Less than 48 hours later five more cars were sold as a direct result of the telecast.

An Auspicious Start


Even back in 1947 when television enjoyed but a feeble toe-hold, it gave promise of becoming an ideal medium for the promotion of automobile sales. For instance, Packard Bay Ridge, Inc., Brooklyn, in that year when TV set ownership could still be considered negligible, invested in a two-minute film spot once a week for four weeks over WABD, New York City. It may be recalled that at this time, while cars in the medium-price bracket were still at somewhat of a premium, Packards, in the higher range, were not scarce.

The film was restricted entirely to demonstration of the Packard cars and was not embellished with entertainment. Within four weeks' time this dealer's entire year's allotment was sold. An expenditure of \$600 for TV time brought \$21,000 in sales.

Recently in Charlotte, N. C., Bernard Mark, president, Hostess Venetian Blind Co., reported to station WBTV that as a direct result of his television advertising, exclusive of newspaper or radio promotion, his firm has received \$16,000 in immediate orders. An additional \$41,000 is anticipated in contract business in the near future, which, it is said, is also attributable to television advertising.

This is the result of the first two months venture in television. Hostess venetian blinds have been advertised via a 60-second film once a week at a cost to the client of \$27.90 for each Tuesday night telecast. The Hostess films simply play up the extreme abuses the blinds will withstand.

From Washington, D. C., comes a story about how television brought about a dramatic twist in the careers of two young men. Willis Lowry held the secret of producing lovely art objects of sand-carved glass, such as portraits, cocktail tables and various types of service sets. However, because of the painstaking and difficult method of sand-engraving the articles he made were high priced and he was able to find only a limited market. Discouraged, the young man decided to abandon the business, follow in his parents' footsteps, and



WBNS SPOTLIGHT

IT TAKES WBNS TO RING CASH REGISTERS IN CENTRAL OHIO —

In and around Columbus in Central Ohio are 163,550 families who loyally keep their radios tuned to WBNS day and night. They have learned by a quarter of a century of listening that they can believe what they hear on WBNS. This market is not only thoroughly covered by WBNS but there is the extra bonus of program duplication on the affiliated FM station WELD. That's why advertisers who wish to do a complete and profitable selling job in Central Ohio naturally select WBNS as their principal radio medium. WBNS has a long list of both local and national advertisers who consistently broadcast their sales messages over this station for year after year to the tune of sweet music on the cash registers.

ASK THE LOCAL ADVERTISERS ABOUT WBNS . . . THEY KNOW —

The local merchants know from experience what radio station pulls returns and which one does not. They get together . . . They compare notes . . . So ask Roger Jewelers, Carlile Furniture, Hanna Paint, Capital City Products Company, Reubens and dozens of others here in Columbus. Many of them will tell you that they have been using WBNS for twenty-five years and each one will testify that this station always brings in the customers and does the job at low cost too.

YES, AND ALSO ASK THE NATIONAL ADVERTISER ABOUT WBNS—

National advertisers do not spend their money wildly. They test and retest before embarking upon a campaign . . . And here in Central Ohio the field tests supported by Hooperatings prove that WBNS has the audience which does the buying. That's why more national advertisers use WBNS than any other Columbus station.

COVERS CENTRAL OHIO

IN COLUMBUS, OHIO IT'S

WBNS

POWER 5000 D-1000 • N CBS

ASK JOHN BLAIR

undertake missionary work in India.

Then, through a friend, he heard that Ruth Crane frequently incorporated a "What's New" feature on her WMAL-TV "Modern Woman" program. His story and the beauty of his products interested Miss Crane and she invited him to appear on her program. During the four-minute televised interview Mr. Lowry explained his sand-carving process and displayed, among other pieces, a glass coffee table and a sand-engraved portrait.

Telephone inquiries from the "Modern Woman" television audience were arriving at the studio at the close of the program. As a result of this guest appearance 25 pieces of Mr. Lowry's work were sold at prices of \$75 to \$100 each.

This successful TV presentation led to the sale of the sand-engraving business to Herman Perlman, a commercial artist who had been seeking an enterprise in which he could employ his own talents. The deal permitted Mr. Lowry to enter the missionary field as he desired and gave Mr. Perlman a business which brings him \$12,000 a year.

One-Shot Commercials

Repeatedly one-shot commercials have succeeded in hitting a sales bulls-eye. Take the experience of D. H. Holmes, Ltd., department store, New Orleans, with General Electric dishwashers. The day after the dishwasher's one brief video appearance on the company's regular variety program over WDSU, seven of the appliances were sold, making a total of about \$1,050 in dishwasher sales.

The TV approach? A close-up shot of a transparent, illuminated model dishwasher in a darkened studio.

From western cities where TV facilities are available comes further evidence of television's power as a sales producer. An Oklahoma City furniture store, Harbour-Longmire, arranged for a five-minute spot over WKY-TV to advertise a shipment of new-type posture chairs. Advantages of the chair were demonstrated on the spot, and the retail price, \$207 each, was announced. Soon after the telecast Harbour-Longmire reported the sale of 53 chairs and that at least 10 of these sales were immediately traceable to the television announcement. As a conservative estimate in this case, \$2,070 in sales can be attributed to the modest TV venture.

Sales of services also have shown marked increases when the demonstration advantages of television have been utilized. A few months ago in

Oklahoma City a group of laundries made a cooperative presentation of their pillow-cleaning service on a spot commercial over WKY-TV. A simple advertising vehicle, stressing health and comfort, featured a fellow tortured with sleeplessness. A victim of asthma, he is handed a Zoric-treated pillow and almost immediately tumbles into restful slumber. Over \$2,000 of pillow-cleaning service was sold within two weeks following the announcement of the availability of such a service.

Sales activities resulting from television advertising are gathering mo-

mentum in the Salt Lake City, Utah, area. Edward Kash, radio and television director, David W. Evans Advertising Agency, recently made a breakdown of the response received by his client, Zion Cooperative Mercantile Institution, from a five-minute telecast. The commercial, aired September 15th over KDYL-TV, featured three items from the housewares department.

The products selected for this experiment appeared in no other advertising, so close to 100% of the sales is attributed to this brief telecast. By the store's closing time on Septem-



4 easy steps

No skill required to produce beautiful binding



PUNCHING: Insert 1 paper...push down handle.



OPEN BINDING: 2 Operation opens rings mechanically.



INSERT: 3 Slip covers and sheets onto open rings.



CLOSE: 4 Release handle and remove finished job.



do beautiful GBC® PLASTIC BINDING RIGHT IN YOUR OWN OFFICE OR PLANT

Here is the brand-new, low cost equipment that makes it possible for you to quickly bind loose sheets of all kinds and sizes into practical and handsome plastic-bound books...right in your own office or plant. GBC plastic binding equipment is simple to use. Plastic bindings add colorful eye appeal to bound pieces...personalize your presentations and folders. Books open flat for easier reading. GBC bindings make cost, research and production reports more effective. Gives sales punch to your catalogs and advertising literature. You'll save up to 50% over old-fashioned, fastener-type covers. GBC plastic bindings are available in 5 striking colors to dress up any bound piece. Send coupon below for amazing offer!

U.S. and Foreign Patents have been applied for on GBC Binders and on GBC Binding Equipment

General Binding Corporation

WORLD'S LARGEST PRODUCERS OF MECHANICAL BINDINGS
808 WEST BELMONT AVENUE CHICAGO 14, ILLINOIS

Send coupon for details on Special Offer

GENERAL BINDING CORPORATION

808 W. Belmont Ave., Chicago 14, Ill.



Gentlemen: Send me at once your new free Bulletin No. 1600 describing this new GBC equipment and giving all details, pictures, amazing low prices.

Name _____
Company _____
Address _____
City _____ Zone _____ State _____



ber 16th, sales stood: 27 Proctor ironing tables at \$12.95; 78 rotary graters at 97 cents; 106 buffer attachments for Standard Electric food mixers at \$2.95. Total sales: \$738.01.

The store's next television experience was even more pleasing. On October 10th, the company advertised Franciscan Earthenware at the special price of \$9.95 a set. All but 12 of the initial stock of 150 sets were sold. Dollar return within a few days was \$1,373.10. The vehicle used was an 11-minute film plus live commercial flashes.

The B. F. Goodrich Store in Salt Lake City told KDYL-TV that it could vouch for TV's ability to sell all kinds of automotive equipment and household goods at an unprecedented rate. Within three telecasts of the store's local sports show, "Sports Window," the sales score read: Complete stock of auto trouble lights cleaned out by 11 A.M. of the day following the first show; alarm clock radios 100% sold out by mid-afternoon following the second show; dashboard cleaning tissue holders 80% gone within 24 hours of the third program.

The files of KDYL-TV reveal several case histories where TV proved itself a top medium for moving luxury and quality products. One such case is that of a local jeweler. The Anderson Jewelry Co. tried out a two-minute spot announcement featuring, for the most part, one \$925 ladies' wrist watch reduced to \$450 and another \$450 watch reduced to \$250. The following morning shoppers arrived before the store's doors were open.

The Mullett-Kelly Co., men's wear shop in the same city, favors

RUTH CRANE, an experienced hand at helping people shop by television and radio, appears each Tuesday night over Washington's WMAL-TV with announcer Jack Weaver and a threesome of telegenic models. The girls accept actual telephone orders while the program is in progress. Program is now sponsored by the Hecht Co.

THE BURGESS HOBBY PARADE plays up big names, colorful personalities with unusual hobbies. The Burgess Store's sales showed sharp gains after the introduction of the program. It is aired over WBKB.

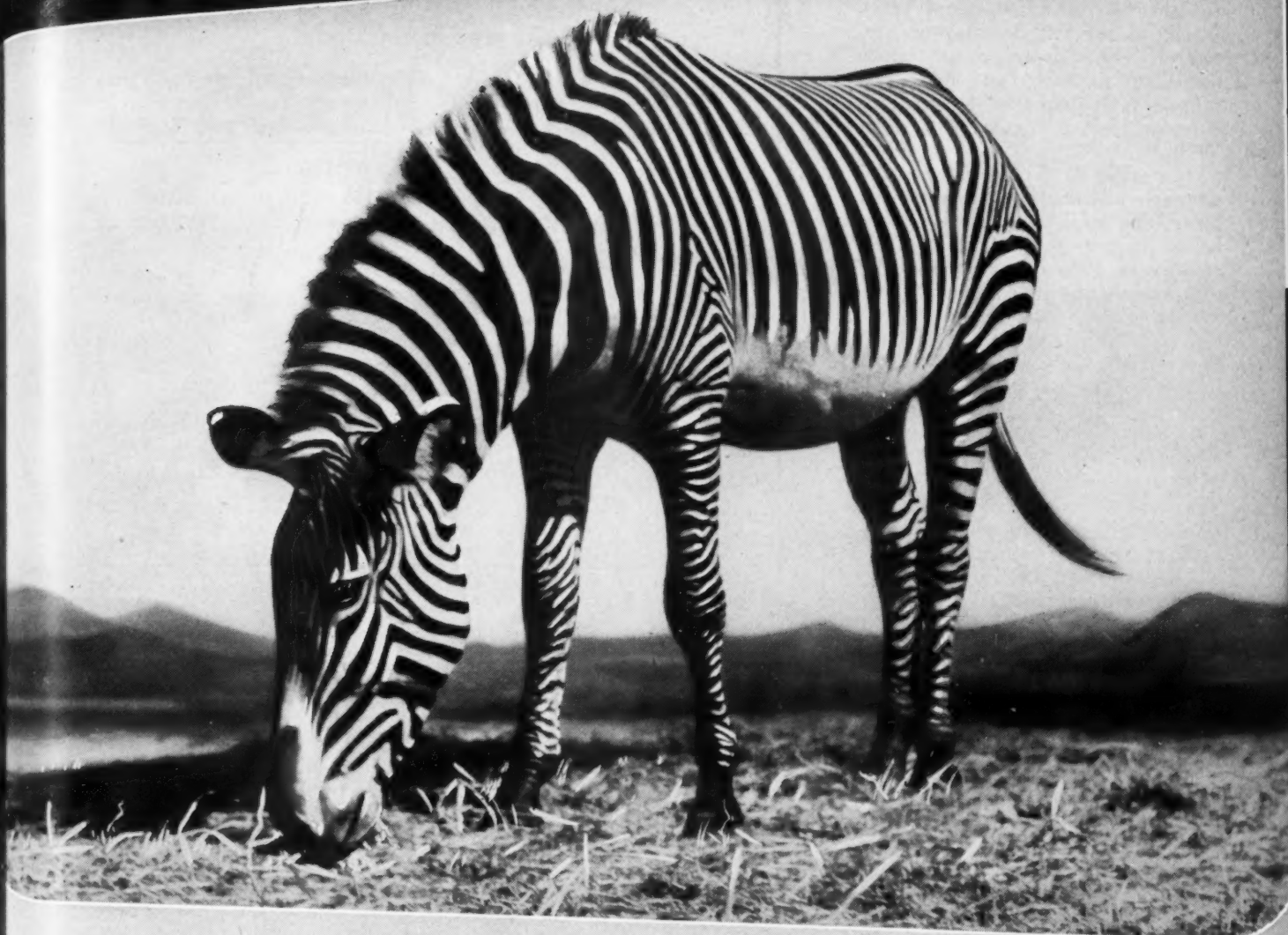


TV as a worth-while investment because it creates immediate customers and at the same time functions as an excellent institutional advertising medium. Prompt response, via telephone, is common after a telecast. Mullett-Kelly sponsored the Sam Hayes football film short, "Through the Sports Glass." In the commercial Connie Eckhardt of the KDYL-TV staff modeled the firm's sports toggery.

Last June the Clawson Protective Coating Co., Los Angeles, participated in two short telecasts from the Industrial Exposition & Home Show held at the Pan Pacific Building. The total of eight minutes television advertising brought hundreds of people to the company's exposition booth, 310 of whom stated they were there because they had seen one or both of the telecasts. In addition, out of the numerous telephone calls, 83 asked for estimates on their homes for Mica Insul-Mastic Waterproof Coating. The Clawson Protective Coating Co. informed Paramount Television Productions, Inc., that up to July 1 (less than a month's time) it had closed \$16,823 worth of contracts.

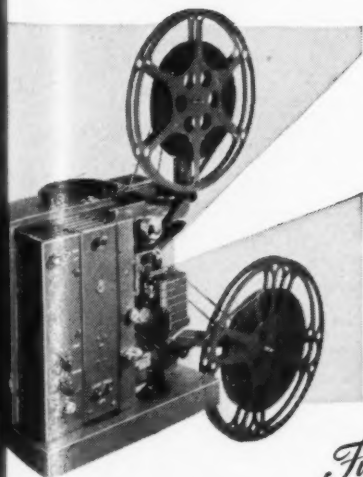
The Burgess Store in downtown Chicago credits its TV advertising for boosting sales to a high level at a time when, along with general retail sales decline, they had dropped below the preceding year. Actually, Burgess'

CONTRAST Makes the Picture Realistic!



**GET HIGHEST QUALITY PICTURES by
projecting your 16mm films with the**

RCA "400"



The screen image stands out clear and crisp because of the superiority with which the RCA "400" projects contrast between the light, middle and dark values on the film. Pictures are sharp to the edges of the screen.

Striking contrast of light and dark areas brings out the finest characteristics of form and texture. Greater contrast makes black-and-white scenes more effective and more dramatic... re-creates glorious color values in full-color pictures.

You'll find audience reaction more responsive... your 16mm film showings more appealing—when the scene is projected with the RCA "400".

*First in Sound...
Finest in Projection*

VISUAL PRODUCTS

RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N. J.

In Canada: RCA VICTOR Company Limited, Montreal

Owners say the RCA "400" is the best buy for the money... the easiest projector to thread... simple to operate... provides maximum protection to valuable films.

Don't overlook the RCA "400" when buying 16mm sound projectors for use in schools, churches, business or industry.

...

RCA "400" JUNIOR. *The only single-case standard 16mm sound projector of fully professional quality.*

RCA "400" SENIOR. *Provides theatre-quality reproduction of 16mm sound and pictures for larger audiences, auditoriums or larger rooms.*

MAIL COUPON FOR MORE DETAILED INFORMATION

VISUAL PRODUCTS (Dept. 79A)
Radio Corporation of America, Camden, N. J.

Please send me complete information on the RCA "400" Sound Projector.

Name

Business

Street

City State

sales in '49 were ahead of '48 until September when they dropped below for the first time in several years. Then, on the last Tuesday of September The Burgess Store, which specializes in hobby and handicraft supplies and equipment, launched its Burgess Hobby Parade Show over WBKB.

The effect on the store's sales was soon felt. Although Chicago department store sales in October dropped below the year before 15% the first two weeks, 19% the third week and 3% the last week, Burgess' sales moved up 8.3% over the year before and 47% over the previous month. George Bell, vice-president, points out that The Burgess Store's entire advertising budget was concentrated on television during this past autumn season.

The store's TV project is called the Burgess Hobby Parade. It is an action-filled show playing up big names, intriguing recreational activities, and a weekly hobby demonstration by an expert.

A five-minute show sponsored by Crowley, Milner & Co., Detroit department store, and costing but \$135, brought sensational sales reaction. The three items advertised were living-room chairs, lamps, and a woman's dress.

A new approach was applied when the company requested viewers to telephone in orders immediately after the spot, even though it was Sunday. Things began to happen the moment the TV presentation appeared. In a matter of minutes the Crowley, Milner & Co. switchboard became blocked with incoming calls. The next day sales totaling \$16,000 were recorded in the three departments. While the store's advertising director said he could not claim that all the sales were due to the television advertising, a great proportion of the customer traffic declared they wanted to see the offers televised over WXYZ-TV.

From Detroit also comes the story of how General Electric Supply Co. (distributor) realized gratifying sales from its television advertising. This concern has advertised consistently over WXYZ-TV since the station opened. Lately it has been a participating sponsor on the station's "Charm Kitchen" program. On one offer on this program the company received orders totaling \$10,000 for General Electric kitchens. Just recently, as a test, the firm invested in five one-minute announcements on a clock radio, in cooperation with a local dealer. The announcement series clicked to the tune of an order from the dealer to General Electric

Estimated TV Set Ownership in Cities Covered in SM Study

| | Installed sets as of Dec. 1, 1949 | Installed sets as of Dec. 1, 1948 |
|---------------------------------|---|---|
| Syracuse, N. Y. | 19,100 | 100 |
| Baltimore, Md. | 113,000 | 30,000 |
| Metropolitan New York Area | 950,000 | 370,000 |
| Charlotte, N. C. | 10,200 | |
| Washington, D. C. | 78,700 | 24,500 |
| New Orleans, La. | 10,300 | 1,500 |
| Oklahoma City, Okla. | 14,300 | |
| Salt Lake City, Utah | 7,800 | 1,200 |
| Los Angeles, Calif. | 303,000 | 60,700 |
| Chicago | 312,000 | 48,000 |
| Pittsburgh, Pa. | 55,000 | 2,500 |
| Detroit, Mich. | 138,000 | 22,000 |
| Philadelphia | 315,000 | 95,000 |

Supply Co. for \$9,000 worth of merchandise.

As an introductory vehicle for new products television is doing valuable spade work for many firms. A case in point is Frigidinner, Inc., Philadelphia, which recently used TV exclusively to present a new packaged frozen dinner. The product never before had been advertised in the Pittsburgh area. The company arranged with WDTV for a one-half hour time segment just before the Pittsburgh-Northwestern football game. Frigidinner's half-hour entertainment consisted of filmed highlights of a local high school game played the afternoon before. At the conclusion of the commercial the company's telephone number was shown for five seconds and announced but once. Immediately following the program and during the telecast of the Pittsburgh-Northwestern game, Frigidinner received 50 telephone calls and at the conclusion of the game 250 more calls were received.

Frigidinner has since started a one-minute spot daily, Monday through Friday, and has averaged more than 150 calls for each telecast. One day the number of calls reached the 300 mark.

The case of the electric corn popper is an example of how TV sometimes can redeem a good product which has been handicapped by an unhappy debut. It happened in Philadelphia on the WPTZ Handy Man show, a vehicle sponsored by Gimbel Brothers. A few Friday nights ago Jack Creamer, star of the show, had

the popper up for demonstration among other products. That is, Mr. Creamer tried to demonstrate the popper. However, in the words of a WPTZ staff member, "instead of exploding into a white fluffy mass, the corn kernels neither snapped nor popped as they did in rehearsal—they just lay there and sneered." It was a bad moment for even as seasoned a performer as the Handy Man. Finally he called a halt to the demonstration and bluntly told the television audience not to buy the popper until he could show them that it worked and worked right.

Two unexpected things happened: First, quite a few people disregarded the Handy Man's advice and bought the popper anyway. Second, the makers of Seazo Popcorn Oil called up after the show and suggested their product as a solution to the Handy Man's problem.

The following show the Handy Man tried the demonstration again—using the suggested Seazo Popcorn Oil—and the popper performed perfectly. Response was immediate. Gimbel Brothers sold 300 of the electric corn poppers at \$8.35 each, ringing up \$2,505 on this item alone. Moreover, over 75% of the shoppers demanded the Seazo Popcorn Oil. As Alan R. Tripp, vice-president of Adrian-Bauer, advertising agency for Seazo, says, "what makes this case remarkable is the fact that an adjunct to the main article was so carefully watched by the viewing audience that they demanded the popcorn oil right along with the popper."

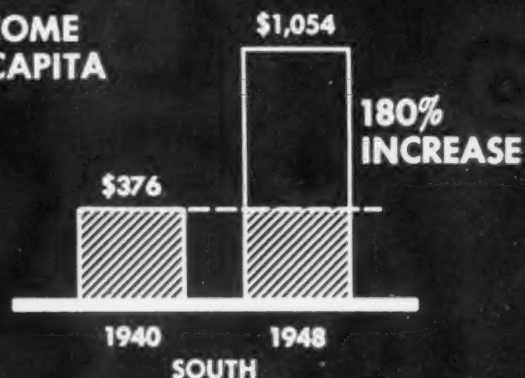
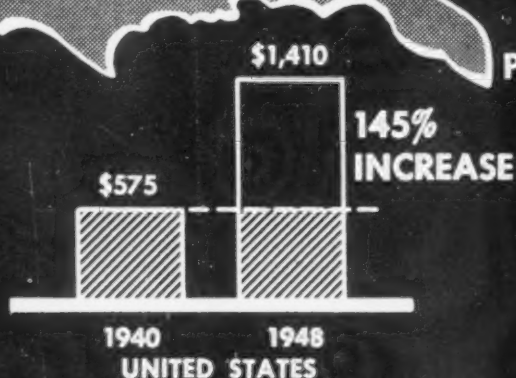


MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

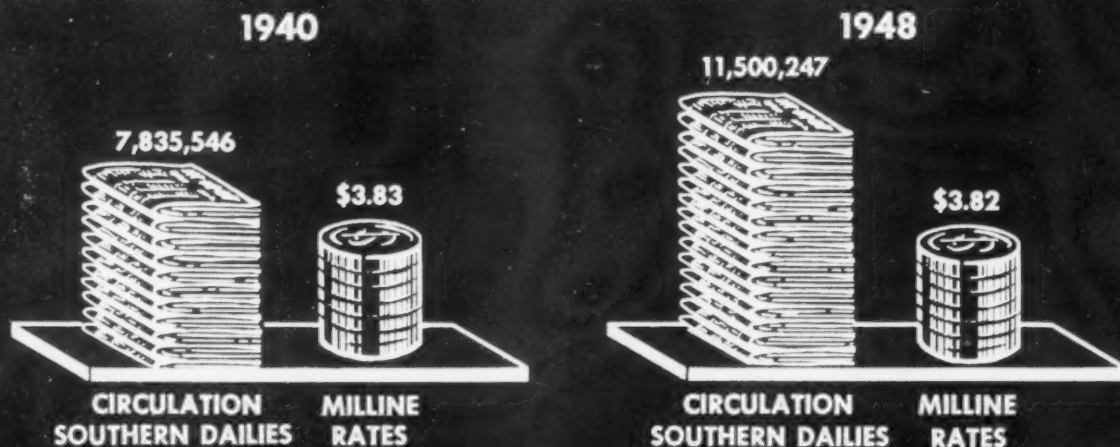
The South shows greatest growth!

On a per capita basis the South shows the greatest gain in income payments, today's average being $2\frac{3}{4}$ times the 1940 figure.



An important factor in this increased purchasing power has been the rapid growth in manufacturing. The new Census of Manufactures shows for the South an increase of 233% in total value added by manufacture as against a national average of 204%. Productivity per worker increased 125% compared with an average of 99% for the U. S. as a whole.

Costs of almost everything have soared since 1940, but newspaper advertising costs have remained virtually unchanged in terms of millines. In the South there is an actual decrease:



Source: Arno H. Johnson,
the J. Walter Thompson Company

PICTOGRAPH BY
Sales MANAGEMENT

1-15-50



Pioneers, Again!



The newspaper which pioneered the most dynamic new idea in Sunday Supplements—The Locally-Edited Gravure Magazines—blazes the trail again. This time it's . . .

Penny Baker's

Kitchen especially for the *Food Advertiser*

A Food Advertising-Merchandising Plan that has everything

Each week there will be a complete menu utilizing products of seven advertisers. This will be presented in a double page, full color spread with editorial style copy.

- The proved readership of the Courier-Journal Sunday Magazine
- The impact of beautiful full color gravure reproduction
- The advertiser's package shown full color
- Two experienced food editors
- The active customer participation of recipe contests and cooking demonstrations (a new combination kitchen and auditorium is being built.)
- The appetite appeal of a complete meal pictured in full color
- Special displays of advertiser's products in grocery stores throughout Metropolitan Louisville
- Tie-ins with retail grocery ads
- Saturated coverage of an important food market
- One low price buys the whole package—space, photography, copy, food demonstrations and a complete merchandising service

Food advertisers and their agencies are being contacted as rapidly as possible. If you are interested in learning more about this food advertising-merchandising plan contact Louisville Courier-Journal or your nearest Branham office.



The Louisville Courier-Journal Sunday Magazine

Represented nationally by the Branham Company

BRAND CONSCIOUSNESS MIGHTY LOW ON THESE PRODUCTS

A progressive Philadelphia advertising agency employed Research, Inc. to interview families in the \$3,000 and over income groups in Philadelphia, St. Louis and San Francisco and test them on their remembrance of brand names. The respondents were shown a list of 41 products and asked to name brands. Food, drug and automotive products were not included.

High scores (one or more brands named) were registered on watches, electric irons, towels, silverware, electric toasters, sheets, cooking glassware, springs and mattresses, men's hats, men's shoes (90 to 98%).

Scores from 51 to 78 were registered on cigarette lighters, blankets, linoleum, children's shoes, electric blankets, lamps and light fixtures, men's costume jewelry, men's belts, cigarette cases, dinnerware, children's underwear and men's suspenders.

On the following products less than one half
of the housewives interviewed could name a brand:

Cotton rugs

7% NAMING A BRAND

Outdoor furniture

9

Drapery and
upholstery fabrics

14

Curtains

17

Table cloths

18

Sun glasses

28

Washable
wall covering

31

Wall paper

32

Living room furniture

37

Table glassware

40

Wallets

42

Luggage

42

Wool rugs

44

Cedar chests

48

Bed spreads

48



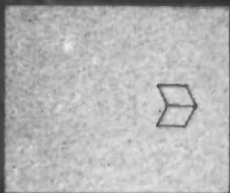
PICTOGRAPH BY
Sale MANAGEMENT

1-15-50

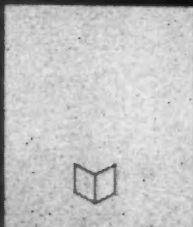
Source: "Results", John Falkner Arndt & Co.
October, 1949



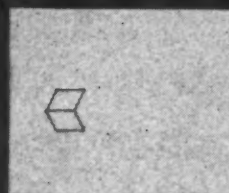
WASHINGTON 30% more



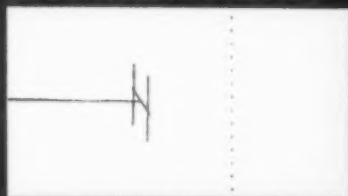
PHILADELPHIA 191% more



What happens



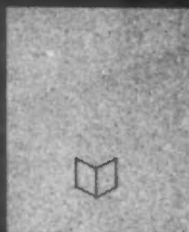
LOS ANGELES 55% more



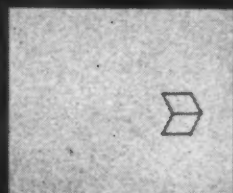
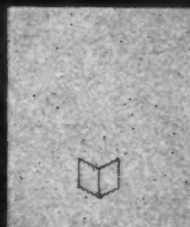
BOSTON 45% more



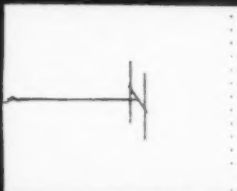
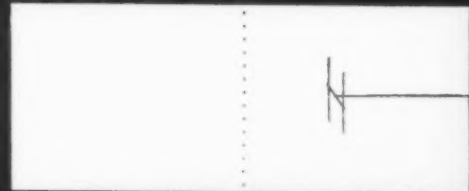
CLEVELAND 131% more



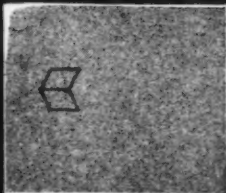
SCHENECTADY 82% more



CHICAGO 110% more



NEW YORK 135% more



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When television hits eight major markets?

To say that television is growing would be bromidic. To say that in eight major markets television's audience has *passed* that of the nation's largest circulated magazine would be specific. Such is the case.

Not only has television's circulation and audience in these eight markets surpassed the top national magazine, an advertiser actually reaches more people with the average evening television program* than through the average black and white *full page*

advertisement in this magazine.

Now you can demonstrate your product in your prospects' homes with a medium that is human . . . alive . . . convincing. And best of all you can reach more people in the nation's major markets than your national magazine advertisements can reach. Like most advertisers, when you buy television in the eight markets listed below, you'll probably select the leading station—a station represented nationally by NBC SPOT SALES.

*The average evening television program on a station represented by NBC Spot Sales.

| Metropolitan Area | Nation's Largest Magazine | | Area's Leading Television Station | |
|-------------------|---------------------------|--|-----------------------------------|------------------------------------|
| | Circulation | Noters per av. black & white 1 page ad | No. of TV sets | Viewers per av. evening program |
| New York | 504,713 | 304,039 | 875,000 | 714,866 |
| Chicago | 164,986 | 99,388 | 254,000 | 207,515 |
| Los Angeles | 219,551 | 132,257 | 251,000 | 205,064 |
| Philadelphia | 133,202 | 80,240 | 285,000 | 232,842 |
| Boston | 166,641 | 100,385 | 177,026 | 144,628 |
| Cleveland | 60,279 | 36,312 | 102,000 | 83,333 |
| Washington | 72,485 | 43,664 | 69,600 | 56,864 |
| Schenectady | 28,019 | 16,880 | 38,000 | 31,046 |

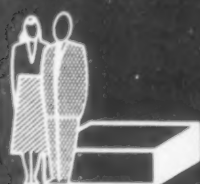
Sources: Magazine circulation—Latest published market breakdown of circulation of the magazine. Noters—Source available on request. No. of TV sets—NBC Research Dept. official estimates (Nov. 1, 1949). Viewers per average evening program—C. E. Hooper (Sept. 1949).

NBC SPOT SALES

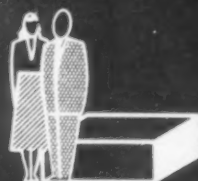
Representing Television Stations: WNBT, New York • WNBQ, Chicago • KNBH, Hollywood • WPTZ, Philadelphia • WBZ-TV, Boston • WNBK, Cleveland • WNBW, Washington • WRGB, Schenectady

Where American Families

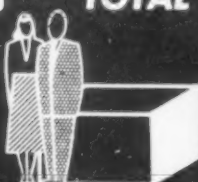
Invest Their Money



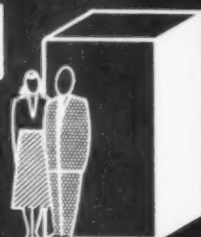
**Corporate
stocks**
4.0 million



Businesses 4.5 million



Real estate 8.1 million
(not incl. homes or farms)



Homes or farms 22.7 million



Bank accounts and U. S. bonds 35.8 million



Life insurance 38.8 million

TOTAL FAMILIES OWNING

Source: U. S. News and World Report

HOW CITY FOLKS SPEND THE FOOD DOLLAR

Miscellaneous products

\$0.92

Canned fruits, juices,
vegetables

\$1.02

Eggs

\$1.03

Fresh fruits

\$1.25

Fish and poultry

\$1.36

Fats and oils

\$1.57

Beverages

\$1.66

Bakery products

\$1.70

Potatoes and other
vegetables

\$1.92

Dairy products

\$3.67

Restaurants

\$3.98

Meats

\$5.49

AVERAGE AMOUNT SPENT WEEKLY



The \$ average total, \$25.57, was 32.1% of the income before federal taxes of the families surveyed.

PICTOGRAPH BY
Sale MANAGEMENT

1-15-50



Source: Bureau of Human Nutrition
and Home Economics survey
in 68 cities



SEL

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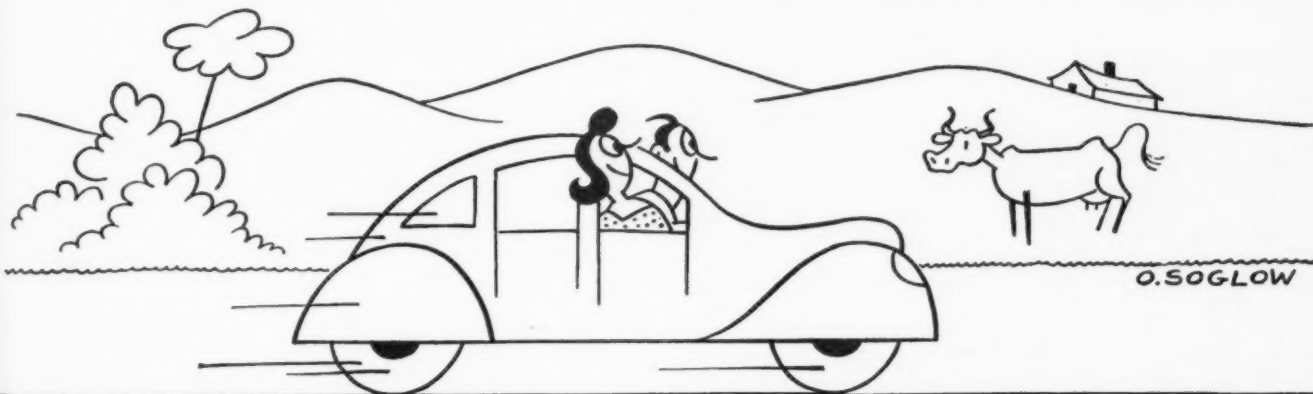
THE MONEY PAID OUT IN PAYROLLS



COMES BACK FAST-WHEN YOU SELL TO



THE BIG-EARNING, FAST-SPENDING, WAGE-EARNER MARKET



THROUGH

TRUE STORY Women's Group

TURNING YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

1. In one package, you reach 8,575,000 women... shoppers for nearly 30% of all wage-earner families. And 2 out of 3 are in "age of acquisition"—30's or younger.
2. You reach this market at rock-bottom cost—only \$1.22 per thousand! (applying maximum discounts)
3. Lifelike reproduction of brand and package means greater product recognition at point of sale.
4. Where 90% of magazines are over the heads of this market, TSWG magazines speak their language—have their confidence.
5. These 8,575,000 women read an average of 2 magazines in this group. You get 2 impressions for the price of one!

SELLING THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!

JANUARY 15, 1950

71

Canadians Like American Products

Well-promoted American products are as popular in Canada as in the U. S. A. Here are some of the brands which rank first in degree of use in typical Canadian families.

| | % of families using |
|---------------------------|---------------------|
| REVLON LIP STICK | 13.1 |
| R. C. A. HOME RADIOS | 13.5 |
| WILDROOT HAIR TONIC | 17.5 |
| BORDEN'S CHOCOLATE DRINKS | 19.0 |
| PEPSODENT TOOTH PASTE | 19.9 |
| MAXWELL HOUSE COFFEE | 20.4 |
| POND'S FACE CREAM | 21.1 |
| HEINZ BAKED BEANS | 24.6 |
| DR. WEST'S TOOTH BRUSH | 25.5 |
| QUAKER OATS | 40.4 |
| OLD DUTCH CLEANSER | 40.6 |
| CANADA DRY GINGER ALE | 41.2 |
| JELLO | 45.4 |
| COCA COLA | 53.8 |
| KELLOGG'S CORN FLAKES | 54.4 |
| KRAFT CHEESES | 56.4 |
| HEINZ VINEGAR | 58.7 |
| CAMPBELL TOMATO SOUP | 59.8 |
| HEINZ CATSUP | 59.9 |
| KRAFT MIRACLE WHIP | 61.1 |
| CARNATION CANNED MILK | 62.5 |
| FLEISCHMANN'S YEAST | 75.5 |

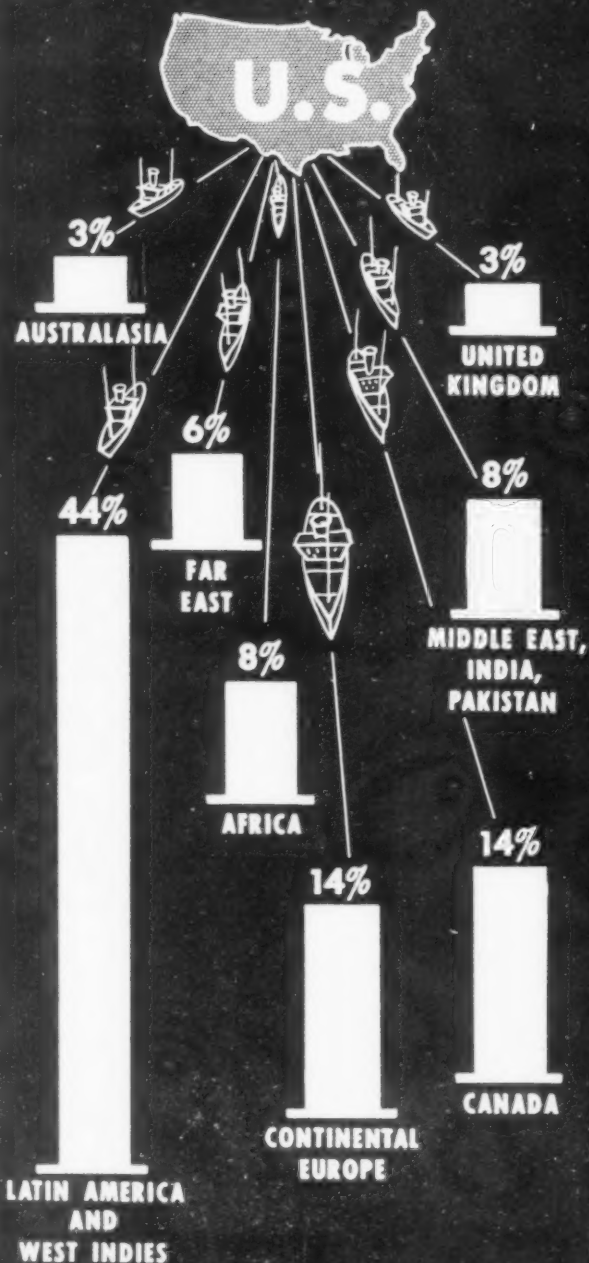
Source: 228 page "Canadian Consumer Survey," Canadian Daily Newspaper Assn., 1949 edition

PICTOGRAPH BY
Sales MANAGEMENT

1-15-50

Where Do Our Exports Go?

American exporters were asked, "Where are the bulk of your sales made?" The returns do not include sales made by manufacturing or assembling plants outside American borders, as, for example, the many Canadian subsidiaries of U. S. A. companies.



Eighty-two per cent say the volume of their export advertising in 1950 will be equal to or greater than 1949.

Source: Fall, 1949, study among 260 member companies by Export Advertising Association





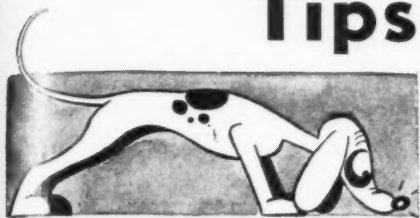
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Tips



A Report to Executives: The fundamental changes in the role of American business are appraised by *Business Week* in a special report, "The Twenty Most Critical Years in American Business History . . . 1929-1949." What were the causes of the stock market crash in 1929, that ushered in a new era of American business? What forces have shaped the Nation's economic life during the 20 years since then? These and many other questions are answered. Reprints of the report are available from the magazine, 330 W. 42nd St., New York 18, N. Y.

Free Enterprise and Our American Economic System: Have you found it difficult to find out what information on this important subject is available? The DoAll Co. has prepared a booklet listing films, booklets, posters, charts, etc., which are available from national economic and civic organizations. The company's aim is to serve management, labor, students, and all people of the country with facts about the American way of life. For use at meetings large display boards have been designed by DoAll, on which are mounted actual samples of educational aids with mention of their source. For copies of the booklet write to The DoAll Co., Des Plaines, Ill.

Preferences in Industrial Literature: The Market Research Department, The Edward Stern & Co., Inc., has readied its fifth annual report on the results of a study of this subject. It summarizes: (1) a study of reactions of agency executives to the media promotion they receive; (2) an analysis of information desired by the average stockholder from companies in which he owns stock; (3) a report on attitudes of department store advertising managers and small hardware dealers toward promotional material sent them by their suppliers. Copies of the report will be sent on request to the Stern company, 6th and Cherry Streets, Philadelphia 6, Pa.

in the TROY, N. Y. CITY ZONE

you sell

***35,900
FAMILIES**

with an average income of

***\$5,330
PER FAMILY**

99.8% COVERAGE

at a cost of only

16c PER LINE

A.B.C. Circulation

44,261

* Sales Management

THE RECORD NEWSPAPERS

- THE TIMES RECORD •
 - THE TROY RECORD •
- TROY, N. Y.

We Train Agents To Sell Benefits, Not Electronic Test Equipment

With \$500 and an idea, two young engineers set up shop 10 years ago. Hewlett-Packard's current sales run \$2 million annually. Manuals are a key part in training its agents.



TWO MEN WITH AN IDEA: Co-founders Bill Hewlett (left) and Dave Packard of The Hewlett-Packard Co. are two sales-minded engineers. They produce precision electronic test equipment but they gear selling to the idea that buyers want to hear technical data told in terms of benefits.



CONFIDENCE BUILDER: Hewlett-Packard's sales representatives are put through a stiff technical seminar complete with quiz. Thorough product knowledge gives them confidence in recommending highly technical equipment to laboratories and in spotting uses for existing or new instruments.

A company making precision electronic test equipment for research scientists, industry and the military has a highly complicated selling story to tell. But a well-told story has helped the Hewlett-Packard Co. to build up a gross volume close to \$2 million annually. Ten years ago the company had \$500 capital—and an idea. From its rough start in a one-car garage in Palo Alto, Calif., Hewlett-Packard has sold its equipment through sales representative companies rather than with its own sales force.

"It was the obvious and economical way to expand sales coverage quickly," say founders Bill Hewlett and Dave Packard, "giving us the advantage of distribution in geographically separated areas through men who were familiar with the type of equipment we were beginning to make, and with the logical prospective customers for it."

Much of the success of the Hewlett-Packard sales policy is attributed to training given to sales representatives. The company stresses user benefits and has done an exceptional job on highly technical products where an engineering-minded management might have fallen into the mistake of stressing technical aspects rather than user benefits.

One key to Hewlett-Packard training is a series of manuals, one for each product or group of products, called, very aptly, "Sales Amplifiers." What the sales management office usually refers to as selling points, Hewlett-Packard calls "Sales Movers."

Before describing the method by which the youthful company helps its sales representatives translate technical performance of its instruments into the language of user benefits, let us take a look at the company, what it makes, and its distribution setup.

The \$500 referred to was the cash worth of the two young Stanford University electrical engineering graduates, Hewlett and Packard. More important, they had an idea that brought intricate calculations of electronics down to earth. It boiled down to a series of modifications to the circuit of a standard audio-frequency oscillator. What Hewlett and Packard had hit upon provides the basis for a wide range of tests all the way

Now

AMERICA'S MOST COMPLETE ANALYSIS OF
READER QUALITY AND READER INFLUENCE . . .
FOR THE FIRST TIME A

sampling in depth survey

of More Than 1,403,000 Farm Magazine Readers

For the first time by *any* magazine, FARM and RANCH with SOUTHERN AGRICULTURIST gives you the complete facts on reader quality and influence in the big South-wide market.. with its brand new "SAMPLING IN DEPTH" Survey.

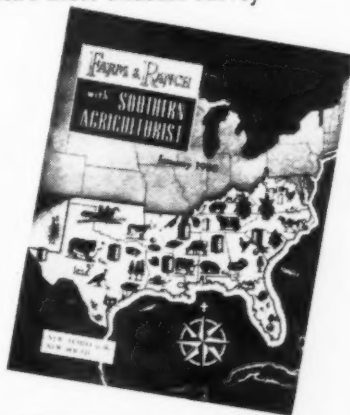
Prepared under the direction of Dr. Charles F. Sarle of Washington, D.C., this new survey is the most complete, comprehensive subscriber study ever prepared for a farm publication. It drops the plumb line to the very bottom to get *all* the answers—to get the "No's" as well as the "Yes's"—to get a 72% *actual return* from a perfectly cross-sectioned and *adequately* sized group of 14,415 subscriber households.

FARM and RANCH with SOUTHERN AGRICULTURIST will bring you the results of this survey—give you facts and figures on the South-wide Farm Market that have never before been revealed. It will show you what the answers are when a survey goes to the bottom of the circulation pile—*instead of skimming off the top for the cream!* This SAMPLING IN DEPTH survey will give you invaluable information to help you reap a golden harvest from the big, rich SOUTH-WIDE market. It's America's most unusual survey—ASK FOR IT!

Farm and Ranch with Southern Agriculturist gives you a 1,275,000 *Guaranteed Circulation* in the big South-wide market . . . 175,000 *more circulation* than any other weekly or monthly ABC magazine, rural or urban, in the 15 Southern States!

WESTERN EDITION . . . EASTERN EDITION
Each with complete editorial staffs in both Dallas and Nashville for top service to our readers and our advertisers. The best advertising buy, either separately or combined, that is available to cover the South-wide farm market. One advertising rate—one advertising plate for both editions means savings for you in space and production.

FARM and RANCH with SOUTHERN AGRICULTURIST is new from cover to cover—it *fits* and *suits* the NEW SOUTH. Put it to work for you for better coverage, bigger returns and greater profits!



FARM AND RANCH
WITH **SOUTHERN AGRICULTURIST**

DALLAS, TEXAS
NASHVILLE, TENN.

Offices in Nashville • Dallas • Atlanta • Chicago • New York • Los Angeles

JANUARY 15, 1950



Call your Farm and Ranch-Southern Agriculturist representative. He will give you the facts on this Sampling in Depth survey!



from subsonic to the ultra-high frequencies of television and radar. When they presented their ideas in typewritten form to scientific and industrial experts in electronics, the response electrified the originators.

Hewlett and Packard set up shop to put together by hand the first model of what has now become the famous Hewlett-Packard oscillator, meanwhile doing odd jobs to keep themselves solvent. But they hadn't expected orders for samples quite as fast as they started to come in. Engaging such assistance as they could afford, they filled the sampling orders, and by the end of 1939 found themselves really in business. They received orders from RCA, Western Electric, General Electric, and Westinghouse. Then the war brought a flood of orders. Their current line includes oscillator, signal generators, frequency standards, noise distortion analyzers, vacuum tube voltmeters, power supplies, and many more. The line now includes 50 instruments.

Hewlett-Packard has 15 sales representative companies, each with from three to 15 salesmen. Each of these men is an engineer, with a better than average knowledge of electronic devices, but the company knows that it alone can equip these men to sell what it makes effectively. How is this done.

Hewlett-Packard has no salesmen. However, it does have a sales manager, W. Noel Eldred, who says:

"We train and service key salesmen of our representative companies, who distribute similar but non-competitive products, as though these men were our own. We brief them so that they may give to the users of our type of equipment, whether customers or not, the kind of information and service which will show them how to save time in the laboratory and on the production line."

The company always has made an effort to give the salesmen of its representatives technical training on the job, at sales meetings, in the field, and in connection with technical and trade shows. This year it went a good step further and brought key men into its plant and laboratory at Palo Alto for a more complete technical and sales training job. We will return to that. But while it primes them with all the technical information they can absorb, relevant to selling -hp- instruments, it is always careful to emphasize that they are *salesmen*, their customers *buyers*, and buyers want *benefits*.

Here's how Sales Manager Eldred puts it in presenting his Sales Amplifiers to the men in the field:

"In general, it can be said that a buyer purchases a piece of equipment and parts with cash because he can see it will perform a necessary service for him. Therefore, the things that convince him that he should make the purchase are *benefits* that will accrue once the instrument has been put into

operation in his plant. Each of these benefits is a sales mover. The technical aspects of the instrument that make these benefits possible are used as proof."

The first Sales Amplifier Manual which Hewlett-Packard developed for its representatives dealt with a piece of equipment called Model 614A UHF Signal Generator and related models. It is mimeographed on 20 loose-leaf sheets for a sales binder. Fourteen pages at the back, including half a dozen blueprint-type illustrations, outline the "Theory of Operation." Preceding this is the selling information.

A page and a quarter lists, in one column, "Sales Movers," and opposite, a column headed "Because," giving supporting facts. For example:

Sales Mover

Ease of operation. Direct reading controls. Calibration charts not necessary.

Because

1. Direct frequency calibration, 1,800 to 4,000 mc at 10 mc intervals. 1% accuracy.

Nine such Sales Movers with their supporting, highly digested facts are given. These summarize the instrument's advantages.

Next is a page headed "Competition," and here its advantages are shown in relation to competition. We will call a typical competitive instrument Model X. The salesman is given its actual name and maker.

"The competition that we have to meet on the Model 614A," the salesman is reminded, "is So-and-So's Model X." There follow a few lines on the history of the competitive instrument, and then: "We have the Model X beat on six counts." These range from (1) "Our frequency range is wider" through a series of performance advantages, to close with (6) "The cost of the 614A is \$300.00 less."

The next paragraph frankly continues: "So-and-so has us beat on two counts: weight and size. These are not important factors on the customer's test bench. Comparative specifications are on the following pages." The argument then points to a companion -hp- model, "The Model 616A is the only signal generator in the field covering the range from 1,800 to 4,000, directly calibrated in frequency and output voltage."

Next come two pages, each divided into two columns, headed "Comparative Specifications." Point-by-point,

BOTTLE BRANDS WIN LOYAL FANS

...in San Francisco's "BEST CIRCLES"



ONE REASON WHY: Alcoholic beverage
advertisers use more linage in The Chronicle than in any
other San Francisco newspaper!*



MORE MONEY FOR "EXTRAS"

(like alcoholic beverages)

IN OUR TRADING ZONE

Six out of every \$10 available for spending in the 9-County San Francisco Bay Area market are controlled by families in the 8-County trading zone surrounding the San Francisco city zone — (Sales Management's 1949 copyrighted survey).

Families living in our higher-income suburbs and top districts of "The City" (San Francisco's "Best Circles") are naturally better customers — for alcoholic beverages or any good product. And The Chronicle is *their newspaper* — no question about that. Check The Chronicle's circulation pattern and likely you'll see why this newspaper leads in alcoholic beverage linage. Leads, too, in department store, specialty shop and book linage — many other key classifications!

*See Media Records for 1949—
both 6-day and 7-day totals

San Francisco Chronicle

DELIVERS "BEST CIRCLE" COVERAGE
IN TRADING ZONE AND CITY TOO

SAWYER, FERGUSON, WALKER CO., National Representatives
... New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles

87,079

FAMILIES WEEKDAYS

126,015

FAMILIES SUNDAYS

(AVERAGE NET PAID
3 MONTHS ENDING 12-31-49)

The Youngstown district, with a population of more than half a million, is the third largest market of Ohio, ranking next to Cleveland and Cincinnati. You cannot cover this rich and thriving field without the

Youngstown Vindicator

KELLY-SMITH CO.

National Representatives

Every single one of the
nation's five largest
producers of radio and
television sets uses
"% of USA Potential" from
Sales Management's
"Survey of Buying Power"
as its basic
marketing factor.

these are listed for Hewlett-Packard's instrument, and immediately opposite, the corresponding specifications for its competitor, or else comments such as "essentially the same," "none."

Briefed in this way, the salesman can review the information quickly before calling on a prospect. For that matter, facts are so condensed and forcefully given that a glance while waiting for the buyer will refresh the salesman's memory.

He has in his Sales Amplifier the complete theory of operation of the instrument, written in simple style, together with seven graphic charts showing performance.

Manual for Each Instrument

One of these manuals, or Sales Amplifiers, is prepared for each new instrument as it comes out. A copy is given to each salesman for study and reference. Listing comparative specifications and advantages in relation to competing instruments is a feature of the Hewlett-Packard selling technique. It is one of the most effective aids the company gives its sales representative's field men.

However, cold print, useful though it may be in presentations such as these, cannot give men in the field the feel of the company whose instruments they are selling. Neither can it put into their demonstrations the conviction that comes from more intimate contact with the scene of production. Demonstration is a basic part of the selling of equipment.

Recently, company executives decided they needed closer contact with the field men. Through its sales representatives, Hewlett-Packard invited key salesmen and newer ones in need of the technical training to a sales seminar at the factory in Palo Alto. Twenty-five from various territories attended the first meeting.

It was a sales meeting, but was conducted in the form of a four-day seminar. Intensive classroom training was alternated with laboratory periods during which the men were taught the complete operation of the complex instruments. Old instruments were reviewed, new ones explained. Well known engineers in the field of electronics addressed the men and were ready for questions. Honest-to-goodness quizzes were given with a final examination at the end. Salesmen became familiar with the plant, met the people in it, became acquainted with the owners and executives, and saw the instruments being made. They learned from the men who had designed them, how to operate and demonstrate the highly technical devices.

Previously, company experts had met with salesmen at points in the field and at trade shows and had done what training they could to supplement printed information and manuals. "The trouble with this," says Mr. Eldred, "is that we lacked educational facilities, laboratory equipment and physical setup to give men the thorough training we felt they should have." The sales seminar at the plant accomplished this training job more thoroughly. Equally important, it contributed the imponderables of morale reinforcement that only personal contact can give.

The company paid transportation one way and living expenses for four days for all of the men. Some men remained longer, at their own expense, and took extra hours of instruction at the Hewlett-Packard laboratory. All were enthusiastic and expressed the belief that they were better equipped to do an intelligent selling job. The company is pleased with results, and it intends to make the technical-sales seminars a regular part of its sales program. Present plans call for regular annual seminars to which -hp- sales representatives may send their field men.

Gives Confidence

One of the important results of the seminars at the plant, the company believes, has been to make the field men more sure of themselves in demonstrating -hp- instruments. Briefing through the medium of the Sales Amplifier manuals helps the men talk with understanding and confidence.

Demonstration is a fundamental part of the selling. The sales representative companies carry mainly demonstrator models of -hp- equipment rather than stock (all sales being subject to approval by the factory), since modifications often are required to meet a given need. However, when the salesman goes out to talk to a prospect about a given instrument, he takes one along in the back of his car. All equipment is portable. Most of it operates from standard voltages.

Training and briefing actually have a two-way objective, for the company regards representatives in the field as technical liaison men as well as salesmen. Information they bring in, on unsolved or half-solved problems, on industries waiting for a development or a means of speeding up an electronic process in laboratory or production line, has resulted in not a few modifications in equipment.

It may happen when a salesman is calling on one of his contacts at a

SALES MANAGEMENT

major manufacturer of radio or television equipment, for example, that he will learn of a problem which the manufacturer has in the measurement of ultra high frequency. The manufacturer may have been unable to get equipment with which to make measurements with sufficient ease, speed and constancy. This is another reason why Hewlett-Packard tries to give field men a thorough understanding of its equipment. Only thorough understanding will enable the salesmen to tell the buyer or engineer (1) if there is an instrument in the -hp-line which meets the problem; (2) if not, whether one can be developed; (3) to intelligently transmit to the plant basic facts of what is required and why.

Open Up a Market

Sometimes a salesman will recognize that a modification in a stock instrument will result in benefit to a given user, or even open up a new market. For example, Hewlett-Packard started out with three audio oscillators. Now it has 10 stock models. Many of these modifications were made on recommendations from the field by salesmen whose thorough briefing by the company helped them to recognize how users of the instruments might be better served.

"In all our counsel to our representative's field men," Mr. Eldred emphasizes, "we stress this theme of personal service—whether or not the sale of an instrument is in sight." The company believes it has the most extensive group of trained representatives of any manufacturer of their type of instruments in the country.

It pays off also in the opening of new markets. The chemical industry, for instance, has started to use electronic equipment. Properly informed field men can show electronic specialists in this industry how they can apply -hp- instruments to save research time, space, equipment costs, and maintenance expense.

Sometimes it happens—and will happen more and more in this field—that the salesman must be a pioneer and bring to an industry's technicians news of equipment they do not know exists, although it is capable of bringing their business incalculable benefits. "Only technically proficient salesmen can do this," Mr. Eldred points out, "and only the kind of service-selling that, from the start, has been our policy to give can keep us a jump ahead of our competitors in providing equipment to help solve their electronic problems as quickly and easily and dependably as they must be solved in today's world."



Word to the Wise—

The circulation, rates, and related statistics pertaining to the Sioux City Journal and Journal-Tribune are easily available in standard sources. (See Standard Rate & Data, Sales Management Survey of Buying Power, latest A. B. C. reports.) Duplication should be unnecessary.

However, plain facts are sometimes distasteful even to wise buyers. We like illustrative comparisons and graphic interpretations. They enlarge our perspective and pin down elusive values.

For instance, the population of Sioux City's A. B. C. Retail Trading Zone is 750,059. That's quite a little less than a million . . . and what does it mean unrelated to anything else? To give it meaning one must realize that it almost equals the total population of Omaha, Kansas City and Des Moines COMBINED. That's different . . . and nestled at the heart of one of the world's richest agricultural areas, that many people make Sioux City a major market . . . no matter how you interpret it.

The Sioux City Journal

JOURNAL-TRIBUNE

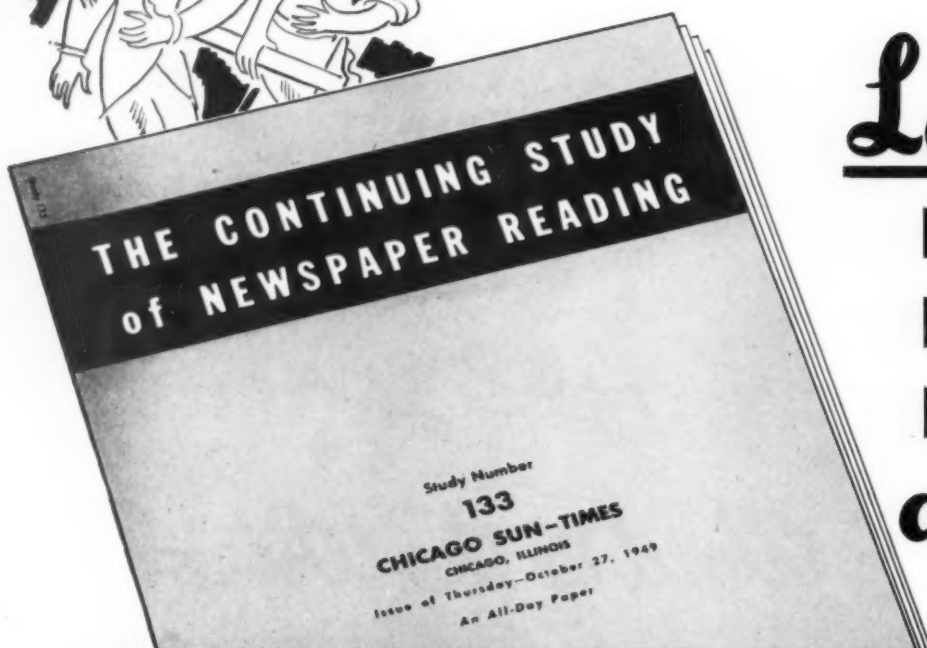
SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
 Los Angeles — Atlanta — San Francisco



Do you rate a bow

Look now
**IN THIS
NEW
REPORT
and see!**

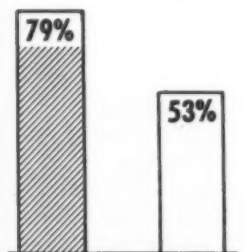


Your ad gets intensive reading—and a better chance
to Move the Goods—in The Chicago SUN-TIMES!

READERSHIP OF NATIONAL ADVERTISING

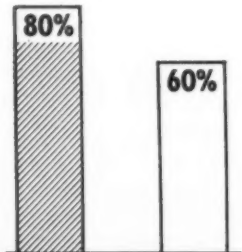
BY MEN

BY WOMEN



CHICAGO
SUN-TIMES

MEDIAN
133 STUDIES



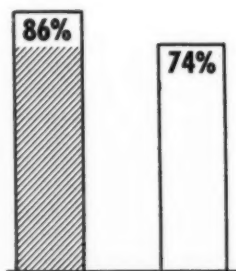
CHICAGO
SUN-TIMES

MEDIAN
133 STUDIES

READERSHIP OF LOCAL ADVERTISING

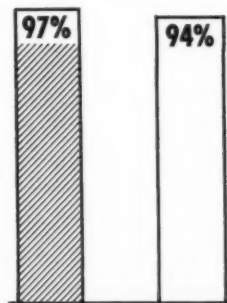
BY MEN

BY WOMEN



CHICAGO
SUN-TIMES

MEDIAN
133 STUDIES



CHICAGO
SUN-TIMES

MEDIAN
133 STUDIES

TOTAL CIRCULATION

629,179

AVERAGE NET PAID DAILY

[ABC Publisher's Statement, 9/30/49.]

Chicago's 2nd-largest newspaper

In Chicago...the

211 W. WACKER DRIVE, CHICAGO 6

for a top-ranking ad ?

The new Continuing Study of Newspaper Reading survey of The Chicago SUN-TIMES has just been delivered to you or your advertising agency.

It lists 21 retail and general ads in The Chicago SUN-TIMES which received readership ratings among the ten highest ever recorded in their categories in 133 newspapers studied to date.

Did you create one of these highest scoring ads?

GENERAL { Ranked by Per Cent of Readership or by Size-Equalizing Index, among all ads in like categories in 133 Continuing Study of Newspaper Reading studies of different newspapers. } RETAIL



An **INSURANCE** ad ranks first to set a new high. Yours?



An **ELECTRIC BLANKET** ad ranks third under Public Utilities.



A **COFFEE** ad ranks third in the Groceries-Beverages classification.



A **CIGAR** ad ranks fourth for all Tobacco Products ads in CSNR studies.



A **NEW CAR** ad ranks fifth in the Automotive classification.



A **CLEANSER** ad ranks seventh for Soaps & Cleansers.



A **TELEPHONE COMPANY** ad ranks eighth in the Public Utilities category.



A **BAR AND FLAKE SOAP** ad ties for eighth place under Soaps & Cleansers.



A **GRANULATED SOAP** ad ties for eighth place under Soaps & Cleansers.



A **TEA** ad ties for ninth place in the Groceries-Beverages classification.



A **WOMEN'S RAINCOAT** ad ranks first—a new high for Dep't. Store-Basement ad readership.



A **NIGHTGOWN** ad ranks third in the Women's, Children's Clothing Store classification; 10th for all retail ads.



A **LIQUOR** ad ties for third-highest readership in its classification.



A **WOMEN'S SHOE** ad ranks third in Boots & Shoes—Women's & Children's.



A **TELEVISION** ad ranks fifth for all Electrical Appliance ads in 133 CSNR studies.



A **DRESS** ad ranks sixth in the Women's, Children's Clothing Store classification.



A **WOMEN'S SHOE** ad ranks sixth among all women's shoe ads surveyed in 133 studies.



A **DRESS** ad ranks eighth in the Dep't. Stores-Basement classification.



A **TELEVISION** ad ranks ninth in the Electrical Appliance category.



A **SHOE** ad ranks ninth among the 10 highest scoring women's shoe advertisements.



A **SHOE** ad ranks tenth in the Men's Boots and Shoes division.

IMPORTANT NOTE: The Chicago SUN-TIMES had no part in making this survey or in evaluating its findings.

The study was independently conducted by Publication Research Service under supervision of the Advertising Research Foundation.

The Foundation is sponsored jointly by the American Association of Advertising Agencies and the Association of National Advertisers. It conducts the continuing study of Newspaper Reading in co-operation with the Bureau of Advertising of the American Newspaper Publishers' Association.

Study 133 uses exactly the same techniques and yardsticks of readership as employed in the 132 preceding studies of other newspapers. The Chicago SUN-TIMES is the **LARGEST NEWSPAPER** covered by any Continuing Study of Newspaper Reading to date. For that reason, Study 133 is based on a sample **TWICE AS BIG** as any hitherto used in a Continuing Study survey of a weekday issue.

is thoroughly-read . . . one reason why

CHICAGO
SUN  **TIMES** moves the goods!
THE PICTURE NEWSPAPER

250 PARK AVENUE, NEW YORK 17

How Blue Goose Expands Markets With Spot Radio "Best Buys"

One-minute spot announcements tailored to each market help housewives solve the daily problem of what to serve. Cues to homemakers on the most economical food purchases results in year-round demand for Blue Goose's line.

A real "toughie" in product identification is how to brand fresh fruits and vegetables so the brands will be on the products when they reach Mrs. Housewife. For years alert minds have been seeking ways to do it, and now American Fruit Growers, Inc., shipping 45,000 to 50,000 cars yearly, have a promising angle.

A brand name can be stamped on an orange or grapefruit by a machine developed by American Fruit. A label will stick on a cantaloupe, a printed "Twistem" on a bunch of carrots. These get through.

Most produce is branded on the crate for the trade, but the housewife never sees labels on crates, or even wrappers on apples, because the pro-

duce is stripped bare for display in the food market.

Thirty years ago American Fruit was formed to pack a top quality line of fruits and vegetables under the "Blue Goose" brand. For a generation that brand has been advertised to the housewife. She knows it, relies on it as a guide to quality wherever she finds it. However, the gap between advertising and the retail produce stand is so wide that, unless the grocer plays up the brand which she knows, she buys what appears to be an unknown product.

Consumer identification is complicated by the diversified distribution systems used to market this country's six billion dollars' worth of fresh

fruits and vegetables. The grower sells to a shipper, or the latter is a grower-shipper. Care is taken to develop fine quality packs, but the packs go to the wholesaler in shipping crates. Many prime brands are little known outside the trade.

Since the war, consumer self-serve packages of tomatoes, washed spinach, salad makings, etc., have appeared in food markets, but they are seldom packed by grower-shippers. Chain stores and wholesalers buy in bulk and package locally. Many retailers now package within their stores. Western vegetable growers have research under way which will enable them to pack for the consumer in California and Arizona, but difficulties are many and no such branding is in sight for the entire line.

A few years ago, Blue Goose set out to develop a new line: frozen vegetables and fruits. Marketing was put under the direction of W. H. Ladley, a produce man who is a market specialist. He spent many months investigating regional market conditions.

Food marketing is hotly competitive. The tendency of people in the trade is to stay within their own market area. Often as not they pay little attention to the consumer. They hold many marketing beliefs which can be exploded. Example: There is a trade belief that consumers will not buy the largest size apples and pears. These are graded out. The "gift" trade has been built up to sell them. Consumers often ask produce men, "Why can't we buy these beautiful apples and pears in the market?" There it is: to market your fruit you operate in two outlets.

There are local handicaps in every market. Detroit for some reason is a poor market for spinach. In the South, people do not want their peas too tender. Plums are poor sellers in certain southern regions.

In 1947, with the frozen line ready for expansion, American Fruit Growers began to organize distribution through its own wholesalers. At present Blue Goose is established in about 32 areas where spot radio can be used to promote the line among consumers.

There is a persistent news interest in fresh fruits and vegetables. Many products, such as cantaloupes, peaches,



FRESH OR FROZEN: The Blue Goose label on fruits and vegetables now has promotional value in season and out. A new method of branding fresh produce and a new line of frozen produce gives the 30-year-old Blue Goose label year-round value.



The second step that leads to sales...

They saw your ad and liked what it said. They're sold on your product and want to buy. Now they're ready for the second step . . . to find out **WHERE** to buy it.

9 out of 10 shoppers refer to the 'yellow pages' of the telephone directory for buying information. You make buying easy for them if you provide a list of your

dealers to choose from. And you do just that when you use Trade Mark Service . . . display your trade-mark or brand name over a list of your dealers in the 'yellow pages.'

Isn't it a good idea to help your prospects take the steps that lead right to your dealers?



AMERICA'S BUYING GUIDE FOR OVER 60 YEARS

FOR FURTHER INFORMATION,

CALL YOUR LOCAL TELEPHONE BUSINESS OFFICE OR SEE

THE LATEST ISSUE OF STANDARD RATE AND DATA



berries, are seasonal. There are over-supplies in some markets, undersupplies in others, so that one vegetable is temporarily priced higher than another, or the housewife has a chance to buy fruit for canning at a favorable price.

Consumers are eager for news about fruits and vegetables. The Blue Goose one-minute radio spots are "Final Market Reports," telling the local housewife what's what that day, answering her eternal question about what to buy for dinner.

Radio spots are tailored to each

local market. The company has 128 fresh produce sales offices throughout the United States, to sell around 150 cars daily; therefore, in Los Angeles the advertising department must have sufficient information from which to draw when preparing advertising copy.

The flexibility of spot radio is most effective for the type of selling required at this stage of market development. The appropriation is based on a per crate assessment for fresh produce and on distributor volume for frozen produce. The expenditure is still small and admittedly experimental.

On days when fresh produce is most newsworthy, the frozen line will be subordinated in radio announcements. The first cantaloupes may have arrived in volume, selling at reasonable prices. Winter lettuce may again be in normal supply after a shortage. There may be a surplus of good canning fruit in any market. That will headline the announcement, but frozen products will always be promoted too. On other days there will be little competition from fresh produce and the frozen line will lead, with secondary promotion of what is good in fresh produce.

Thus, the Blue Goose brand will be stressed throughout the year. On one day in one market the dog will wag the tail. On another day the tail will wag the dog. Consumers always will have the Blue Goose brand before them, and retailers will find an advantage in identifying the brand's quality even when wrappers are removed.

Own Dealer Service

The company has its own dealer service organization working in large markets, making retail displays of the fresh line, supplying point-of-sale aids, assisting in pricing to get movement with volume, and rendering merchandising service to wholesalers. This organization will service the frozen line too.

The wholesale distribution of frozen foods is complicated. First of all, frozen foods have been over-glamorized. The public heard most about them during the war, as one of the new wonder products that would revolutionize the American way of life. Probably one service man out of 10 coming home, wanted to get into this business, knowing nothing about it.

There was a huge over-production of second-rate products after the war, to dampen consumer enthusiasm. While those processors were being eliminated there was a shortage of

retail freezer cabinets.

"Who is going to pay for the cabinet?" became the top question. These retail fixtures cost from \$500 to \$2,000, even when available, and retail volume did not justify such an investment. Present volume of frozen foods is much smaller than believed, probably not more than \$250 million, compared with \$1½ billion for canned foods, 6,000 cars daily of fresh produce, and \$700 million for coffee.

Immediately after the war some large processors bought cabinets, installed them in retail stores free, or on rental, to get outlets. Processors could stipulate that the cabinets be used only for their lines.

Sale of Cabinets

As cabinets became more plentiful and retailers gained confidence in the future of this line, cabinets were bought on terms from frozen food manufacturers. Either the manufacturer or the banks financed the deal. That invaded exclusive rights, because the dealer maintained that he could sell any line from his own cabinet.

Today cabinet manufacturers are selling to retailers, either financing the deals themselves or turning them over to the banks. The exclusive cabinet idea is not strongly held because manufacturers feel that a good selection of frozen foods in the retail store, regardless of brands, helps to popularize them and to build volume. Mrs. Housewife can be depended on to re-purchase the brands she considers best. Blue Goose takes this view. It relies on the retailer to know his business, take care of his customers in his own way, and build volume on this new line by treating it as he does other lines.

During the two years spent in studying markets, finding out the eating habits of different areas, the company tested various ways of building up wholesale distribution.

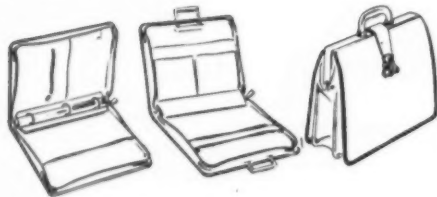
Blue Goose has settled upon exclusive distributorships with its wholesalers. Some are in related refrigerated lines, such as ice cream, dairy products or fish. Others are in fresh fruits and vegetables. Still others are in dry groceries. They are men with equipment and experience, men who can afford to build up a business in an added line. To find these men, however, it has been necessary to comb each market for a qualified distributor and to support him whenever necessary. That search is still going on, with complete national coverage as the goal.

NOW AT LAST! A Salesman's Case Guaranteed for 5 Years!



Amazing **TUFIDE** Business
Cases Outlast Leather 2 to 1!

TRADE MARK REG.



Here's news that means you can save money on business cases—up to 50% savings! Amazing new **TUFIDE** looks like leather, feels like leather, outwears leather... **TUFIDE** makes the most durable business cases and luggage ever developed—they're *unconditionally guaranteed for five years*. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in **TUFIDE**, (and in many quality leathers, too).

Tufide
BUSINESS
CASES

as low as **\$3.50**

Famous companies like:
General Electric Co.
U. S. Fidelity &
Guaranty Co.
B. F. Goodrich Co.
Allis Chalmers Co.
and many others
are using **TUFIDE**.



SEND FOR FREE FACTS!

**STEBCO PRODUCTS, Dept. A-3,
1401 W. Jackson Blvd., Chicago 7, Ill.**

Please rush details about amazing new,
TUFIDE without obligation.

Name _____
Company _____
Company Address _____
City & Zone _____ State _____

push cart on New York's lower east side

and they're rolling up the sales in the food field...

Three years ago a New York slum — a marginal market for food sales.

Today, all along New York's lower East Side, multi-unit apartment cities like Stuyvesant Town and Peter Cooper Village with their 33,750 people are blossoming overnight. Increasing the sales potential in this area by the millions of dollars.

And this is only *one* example in *one* market. All over the country, in every major market the distribution picture is focusing on completely new areas. *Whatever* you're selling, these

changes in the local markets call for revisions in sales strategy.

To keep up with the changing local scene, your best bet is the Hearst Advertising Service Man. In the ten major markets that account for over half the nation's buying income, the H.A.S. man has the local facts at his fingertips. Here's what the Executive of a large food company says: "*This is the most exhaustive and actually usable market analysis I have ever seen — I can think of innumerable ways in which we will use it.*" Why not get in touch with the Hearst Advertising Man nearest you today?

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising Service

Herbert W. Beyea, General Manager • 959 8th Avenue, New York 19, N. Y.

Offices in principal cities
representing
New York Journal American

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San Francisco Examiner

Detroit Times
Boston Record-American Advertiser
Albany Times Union

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

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SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 541,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.



COMMODITY SURVEYS

Spotlight the distribution and sales rank of leading commodities among retail outlets in ten Hearst Cities.

TEN MARKET STUDY

Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.

Lobsters In New England, Birds For City Folks

If you think regional preferences should be no product design problem in the shower curtain business, you're wrong. Consider the story of the two vets who started on a shoe string, are now doing over a million a year.

Styletone, Inc., Chicago, was organized in December, 1946, by two out-of-job G. I.'s who had, between them, \$7,500 in cash and an idea they hoped might work. The idea was to offer the public hand-painted shower curtains, a luxury item that said public had wiggled along without down through the centuries.

They started manufacture in a limited loft space with four employees. Their first order was from Montgomery Ward & Co. for 300 ensembles, shower curtains and bathroom window draperies to match. Orders from Sears, Roebuck & Co., Spiegel, Inc., W. T. Grant Co., and others followed. Housewives bought. The stores reordered. The sales curve went like this:

Gross sales in 1947, approximately \$200,000; in 1948, more than \$500,000; for the first nine months of 1949, more than \$1,000,000.

Lester Rees was fresh out of the Air Corps, and Oscar Levine was newly liberated from the Army when they took the plunge into the capitalistic structure of the Nation.

Their tiny enterprise had in the beginning only four employees. Now they work approximately 260 persons, some 125 of them artists. The ensembles retail from \$4.95 up to about \$10. Currently, production is better than 10,000 sets a week, plus a line of ornamental shelf edging and other minor items.

Good Luck

Prior to the war Mr. Levine had had some experience in factory management and Mr. Rees had been a salesman. The best thing that ever happened to them, they say, was the fact that their former employers did not welcome them home with open arms, else, today, they might be mere plodders.

From the day of their first order they began to study: (a) whims and desires of their buyers; (b) merchandising methods which would move their new and unusual product; (c) artists who could and artists who would paint the designs on plastic sheets.

Variety of design was needed so they began to comb Chicago for artists with a wide range of backgrounds.

Out of experience with fast selling and slow selling designs, they've shaken down their line to a little more than 100 wanted styles in a rainbow variety of colors. They've learned that sales, based on design, are governed to a considerable degree by the ancestry of the buyers, their environment and the geographical division in which the sales effort is taking place. For example, take a look at some of these regional idio-

syncrasies turned up by Styletone:

Southwest: Residents of that area from Texas west to California and well up toward the north go for Mexican scenes, with sand and cacti and splashes of color. Often they'll hang the bathroom shower curtains and window draperies in their kitchens and elsewhere for sheer ornamentation.

New England: One pattern goes big, almost to the elimination of every other design. It's a lobster pattern—and the lobsters are red, the way they come to the table, not the way they come out of the water.

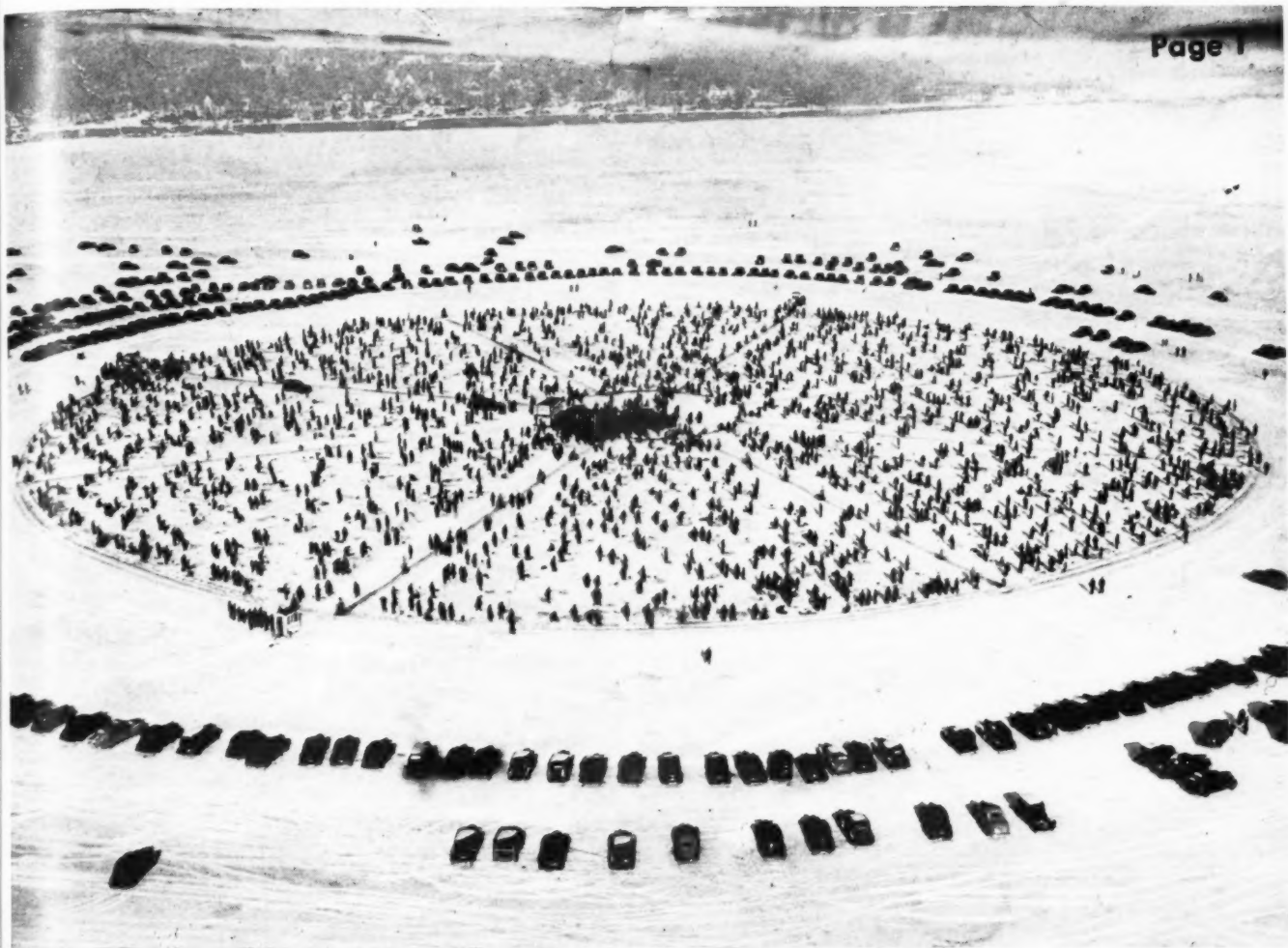
Small Town and Rural: Anything is better than green. They see so much green in their daily lives that it gives them no thrill.

City Dwellers Generally: Birds and flowers and fresh pastel shades; pinks, lavender and green—to get away from the dull, drab of smoky buildings.

There are some other quirks. Nobody seems to want a juvenile pattern for a bathroom shower curtain, window drapery ensemble. You can't give away a circus scene or lambs or bears or pandas. Mother Goose or



DEMONSTRATIONS MAKE SALES: Styletone's demonstrators are all men, all artists. They create hand-painted shower curtains before the eyes of shoppers, creating traffic jams, making cash registers sing like larks.



"Biggest Fish" story. Scene above is frozen White Bear Lake, where this remarkable wheel-like pattern was formed by fishermen competing in the annual fishing contest at St. Paul Winter Carnival, first established in 1886. Each entrant is assigned a segment of the

ice, whereupon he chops a hole and sets to work trying to hook the biggest fish. The winning catch in the contest above was an anticlimatic 5¼-lb. pike; most remarkable result was caused by LIFE's picture (above). For what happened, see next page.

What happens when LIFE hits the Twin Cities?

In many ways, the lusty, lake-studded Twin Cities of Minneapolis and St. Paul are unlike any other communities in America.

But in one way they're rigidly typical: *They both find LIFE the most interesting, most stimulating of all magazines.*

In these two communities LIFE has 198,150 readers. This is 24.7% of the population over 10 years of age — and is by far the largest audience of any weekly magazine.

LIFE exerts a powerful effect on how citizens of the Twin Cities think,

eat, dress, shop and sell. As Mayor Edward K. Delaney of St. Paul says: **"LIFE has become an authentic part of our city's life."**

In city after city, town after town, village after village from coast to coast, LIFE has this same sort of influence. In fact —

LIFE is read in one out of every three U. S. families—far more families than read any other weekly magazine!

Small wonder that advertisers invest more dollars-for-selling in the pages of LIFE than in any other magazine!



Checking the week's heaviest mail — the incoming issue of LIFE — are St. Paul Postmaster Arthur Van Dyke and Carl Branlund (left), Supt. of Mails. According to the postmaster, no other magazine excites such interest. Once, when a delayed train caused LIFE to be late, he received hundreds of phone calls from anxious LIFE subscribers.

ONLY LIFE HAS THIS KI

...On Careers and Civic Affairs



LIFE impact almost breaks ice. Speaking of the crowds drawn to St. Paul fishing contest after the LIFE story on it in 1948, Cliff Holmgren (above), Carnival publicity chairman, said: "Attendance at next year's contest was *trebled*. The lake became so crowded, we hurriedly rounded up a U. S. Govt. Engineer to go out and see if the 24-inch ice was holding its own."



St. Paul's Mayor votes for LIFE. Dynamic Edward K. Delaney, one of the youngest mayors of any U. S. major city, whose constituents are noted for their civic pride and unusual interest in community affairs, says, "LIFE is a source of valuable and interesting information which is presented in an excellent manner. LIFE has become an authentic part of our city's life."



These future sky hostesses (along with many others) entered a Minneapolis school for airline hostesses after reading an article in LIFE. Mrs. Zell McConnell, who runs the school, says, "I received more than 550 inquiries as a result of LIFE's story, some

from Mexico and such far-off places as Guam." Showing how LIFE gets around, the four girls on the balancing boards are from Flint, Michigan; South Milwaukee, Wisconsin; Idaho Falls, Idaho; and Trenton, New Jersey.

S KIND OF LOCAL IMPACT

... On Culture and Education



Two LIFE collectors in the Twin Cities are Mrs. J. Lindquist and her daughter Patty. "We've saved every copy of LIFE that has been printed," says Mrs. Lindquist. "Patty uses our collection in her school work, and often finds up-to-date articles on subjects she is assigned to study. Our friends, too, will often spend an enjoyable evening looking up stories in our file of LIFE."



How LIFE helps art institute. "LIFE helps us bring art to many people who would otherwise not be reached," says Mr. R. Plimpton, Director of the Minneapolis Institute of Arts (above with assistant, Mr. Greer). The poster announces a LIFE Circulating Exhibition on Renaissance Venice. The Institute has purchased many of these exhibitions outright, and lends them to Twin City schools.



Future journalists study LIFE. Professor Fred L. Kildow, of the University of Minnesota School of Journalism, says, "I use LIFE regularly in my classes, because it is such an excellent example of

how to communicate ideas through words and pictures." Here he shows one of his classes a LIFE article to illustrate a specific point about the power and effectiveness of pictorial journalism.

On Business and Planning



The good LIFE in Minnesota. Governor Luther Youngdahl, Minnesota's chief executive, says, "I wish to commend LIFE for its dramatic presentation of today's American scene. We in Minnesota are particularly pleased to have LIFE tell the story, in words and pictures, of the unique opportunities for business and rich living existing in our Twin Cities."



The Golden Rule in St. Paul is one of the many famous stores that use LIFE advertising pages in their selling. Says Golden Rule President Philip J. Troy, "Tying in with LIFE advertising increases our sales, and we find that our association with LIFE-advertised brands has the long-range effect of increasing our prestige. People keep coming in to ask for merchandise they saw in LIFE."



This window in Bockstruck & Co., St. Paul jewellers, shows how they tied in with LIFE feature on pearls. Said owner Herbert Bockstruck, "Not only were the pearl sales greater, but we were swamped by people who brought in their old pearls for restringing. In fact, demand was such that we actually reset some of our own stock to match those in the magazine. LIFE's influence is remarkable."



Typical scene during promotion of LIFE-advertised products in 11 Klein Super Markets in St. Paul. Said Chain Co-Owner Harry Klein: "The thinking behind a LIFE promotion is in complete accord with our aims. We increased our sales, and the promotion did a great job of enhancing our prestige in the community. All eleven of our store managers are clamoring for another!"

LIFE moves goods . . . because LIFE moves people

Dates and Places For Sales Conferences

Here is an up-to-date list of regional sales conferences, clinics and rallies scheduled by sales clubs affiliated with the National Sales Executives, Inc. For details on programs, registration fees and reservations, contact the secretary of the local club.

JANUARY

| | | | |
|---------------|--------------|------------|--------------------------|
| San Francisco | Sales Clinic | Jan. 16-20 | Scottish Rite Auditorium |
|---------------|--------------|------------|--------------------------|

FEBRUARY

| | | | |
|-------------|---------------------|----------------|-----------------------|
| Springfield | Conference | Feb. 2 | Kimball Hotel |
| Vancouver | Conference | Feb. 6 | Vancouver Hotel |
| Chicago | Regional Conference | Feb. 23 | La Salle Hotel |
| Davenport | Sales Clinic | Feb. 24, 25 | Black Hawk Hotel |
| Birmingham | Regional Conference | Feb. 24, 25 | Tutwiler Hotel |
| Birmingham | Sales Rally | Feb. 25 | Tutwiler Hotel |
| New York | NSE Board | Feb. 27, 28 | Waldorf-Astoria Hotel |
| Los Angeles | Sales Clinic | Feb. 27-Mar. 3 | Embassy Auditorium |

MARCH

| | | | |
|--------------|--------------------|---------|--|
| Rockford | Conference | Mar. 1 | Faust Hotel |
| Philadelphia | Conference & Rally | Mar. 27 | Conference: Bellevue-Stratford Rally: Broadwood Hotel |

APRIL

| | | | |
|-----------|---------------------|------------|---------------------|
| Chicago | Sales Clinic | 1st week | La Salle Hotel |
| Rochester | Jack Lacy Clinic | Apr. 17-21 | Chamber of Commerce |
| Hartford | Regional Conference | Apr. 19 | Hartford Club |
| Charlotte | Conference | Apr. 21 | Hotel Charlotte |

MAY

| | | | |
|----------|----------------|-----------|--|
| Richmond | Conference | May 3 | Day: Univ. of Richmond Evening: Jefferson Hotel |
| Houston | Conference | May 5, 6 | Shamrock Hotel |
| Detroit | NSE Convention | May 22-24 | Book-Cadillac Hotel |

Little Miss Muffet are out. Apparently the bathroom doesn't belong to the children in the house.

If a woman comes into a store with another woman, she will almost always buy a floral or bird pattern. If she comes in with her husband, she will almost invariably select a boat or marine scene.

Oddly, South American countries where showers are rarely found are among the best prospects for export business. They buy the handsome, rustling, shower curtains with all sorts of scenes painted on them as the rich in the States might buy Old

Masters. They are new to them, inexpensive, colorful and they seem to fill a hunger for brightness.

"We've made our business jump everywhere we've used demonstrators," says Lester Rees. "Our demonstrators are artists, usually men. We have a big board section, put together with panels, like a large easel. Our demonstrators hang a sheet of plastic over the board and paint the scenes. It's a traffic-stopper. Women clog the aisles in department stores. Then, best of all, they buy. We've settled down to men demonstrators for two reasons: (1) Our equipment is rather

heavy and cumbersome and so is hard for a woman to move, set up and take down; (2) men in general demonstrate well to women audiences and we are after women buyers."

Portrait painters are generally too slow, especially if along in years. Young artists with "loose shoulders and arms" get the best output.

Maybe somewhere in this story is a lesson for other manufacturers. It proves, at least, that even today businesses are being started in cellars and garrets; that brand new items can be sold; that psychology can be used in merchandising and manufacturing.



Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read *Better Farming Methods* every month.

Business Magazine
for Leaders
Who TRAIN and
ADVISE Farmers

Better
**FARMING
METHODS**

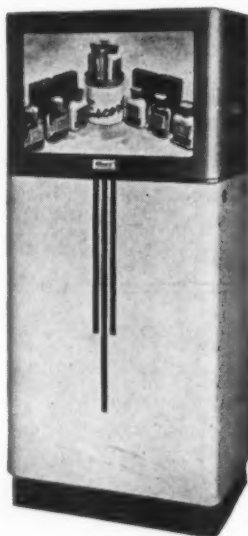


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Shop Talk

Two Topics in Search of A Round Table

My mail is customarily salted rather liberally with requests for suggestions for topics in the realm of the technique of salesmanship, which are suitable for group discussion in sales meetings. The trick of making such training sessions helpful (at least as we see it) is to keep the subject matter specific and sharp-angled, to encourage wide participation, and to see that each man keeps his remarks germane to the central topic.

It is to be hoped that no one under-values the wisdom of round-table talks built around some of the simplest fundamentals of selling. They can be immeasurably helpful. Here on SM we take this approach to editorial training. Now and then—as often as we can—the editorial group goes into a session in which we may tackle some a-b-c subject such as article structure. The very trend of the discussion reveals our need for such a review, and we usually come out feeling that we're ready to do a better job. We believe in keeping everlastingly at the business of review of fundamentals; new interpretations and new applications serve to remind us that it's inefficient to "edit by ear"—just as it's inefficient to sell by ear.

So this fortnight's Shop Talk is devoted to two simple problems in salesmanship that seem to suggest good sales meeting material. The first one deals with

Silence, Please!

Most of us are so rapturously intent upon improving the effectiveness of the words that come out of a salesman's mouth in the form of conversation that we tend to forget the importance, to the salesman, of being a good listener.

Silence—*attentive* silence—is often the decisive element in a sale. Why don't we talk about it more often?

I've been meaning to call your attention to a modest little booklet put out some time ago by The Updegraff Press of Scarsdale, New York, called "Silent Selling," by Robert Rawls. (You can get a copy for 30c.) The cover says: "Many an average salesman would be an outstanding salesman were he to master the art of adding silence to his salesmanship."

What Mr. Rawls has to say makes a lot of sense to me. Examples:

"It has become my settled conviction that most salesmen talk too much and too fast. Young salesmen, particularly, seem to believe that a steady stream of words makes sales. But it is ideas, not words, that convince—ideas that the prospect mentally 'tries on' to see if they fit his or her individual need, problem, desire or taste."

Again . . . "Selling to Mrs. Jones at her kitchen door is little different from selling to a hard-boiled purchasing agent or specification engineer, or to the buyer for a retail store, or to a farmer or professional man. All involve mental digestion and call for the skillful use of brief periods of silence. Pouring still more arguments on top of a mass of undigested selling points does not advance a sale. It merely increases the prospect's indigestion."

One more: "How many energetic salesmen leave behind them a wealth of excellent ideas and persuasive arguments which do not digest until after they have left! There are the 'almost' sales on which no commissions can be collected. The sales trail is strewn with them."

Suppose we take Mr. Rawl's simple thesis—the need for the skillful use of silence as a part of a sales presentation—and let the salesmen toss it around in a meeting. If you don't end up with anything more than a realization on the part of the entire group that they, as individuals, will never crack the mystery of some instances of buyer resistance unless they give the prospect an opportunity to voice his real objections, that alone would make such a discussion worth while.

The second subject is

How to Give Prospects the Jitters

... more accurately, how to *keep from* giving prospects the jitters.

Not long ago a well-dressed, literate salesman called on me to try to sell me a service that cost about \$400 a year. His presentation necessarily involved a rather long explanation of the nature of the service. I suppose he was in my office a full forty-five minutes. He didn't make the sale for the simple reason that I actually had no need for his product. But that isn't what leads me to talk about him now.

When he sat down, this man pulled a pencil out of his pocket. As he talked, he started to roll it between his hands. In five minutes I began to concentrate on the pencil and I was actively listening to about four words in ten. The pencil-rolling continued. I thought I'd try an experiment. I invented an excuse to borrow the pencil from him to write some figures on a scratch pad. I held on to the pencil.

What happened? The salesman reached into his pocket, pulled out *another* pencil, and began to roll *it* between his fingers. Somewhere along the line of his experience he had acquired a mannerism which had become so set that it was a completely unconscious part of his behavior, like the act of breathing.

Almost all of us acquire mannerisms without awareness of them. Our immediate business associates get used to them and largely overlook them. But in a salesman, they're a liability too important to ignore. They impede sales.

Because so many mannerisms seem highly personal, we shy away from the kind of direct and frank discussion which is designed to correct them. But I believe that any group of salesmen, under the right leadership, can readily be led to recognize mannerisms as a sales handicap and be encouraged to discipline themselves to correction.

We have only to look about us for a score of examples of mannerisms that bother other people. There's the salesman who is constantly pushing his glasses up his nose. An oculist can make his glasses fit properly in ten minutes' time. There's the man who starts almost every sentence with "Look . . ." The salesman who carries a dead cigar and continuously takes it in and out of his mouth particularly bothers me. I know one who bites his nails, and one who often pulls at his ear lobes. I know a pencil-tapper, a foot-wiggler, and an ashes-thrower. I know one who tries to talk with his teeth closed. I know one who uses exactly the same words, rubber-stamp fashion, every time he greets a prospect. (He's like the Mystery Chef on the radio who always starts his script with the same words, "Thank you for inviting me into your home." It's such a nice sentence, too. But I wonder how many people have become indescribably bored with it. A rubber-stamp just can't project either friendliness or sincerity.)

As I have said, these things are highly personal. But if they're costing us money, and to some degree inhibiting us from getting along smoothly with our fellow men, why shouldn't we be courageous about attacking them? Most of the mannerisms that annoy us are neither shameful nor immoral. They're just quirks. It usually doesn't cost us anything to correct them, but it might cost a good bit not to.

A. R. HAHN
Managing Editor



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Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

How to Take the Gamble Out of a Consumer Premium Offer

BY DONALD J. GOULD

Vice-President, Gould, Brown & Sumney, Inc.

Don't guess—test it! If you follow the seven-step test sequence suggested by Mr. Gould in this article, you can be reasonably sure that the figures on the final balance sheet will tell a satisfactory story of sales made at a profit.

Eliminating guesswork from the selection of consumer premiums has become a major problem, with the rapid return to the policy of using premiums as an aid in merchandising consumer products. Methods designed to do the job are constantly improved, and results obtained have practical value.

We have studied various methods used in premium testing. From techniques used by manufacturers, research organizations, and advertising agencies we have endeavored to develop an outline of procedure, all or part of which is applicable to the testing of consumer premiums, depending on the extent of the premium offer.

Advantages of a definite premium testing procedure are manyfold. Application of sound research procedures provides a reliable basis for the merchandiser in the selection and purchase of his premiums. A proven procedure gives premium test results which are directly comparable with each other so that the premiums may be measured against each other, even though tested at two different times. After such a program has been in effect long enough to measure its accuracy, more realistic estimates can be made, as to the quantity of an individual premium to be purchased. By testing premiums in advance a backlog of acceptable premiums can be built up, which will speed up the institution of a premium deal.

Pre-testing consumer satisfaction with proposed premiums is good public relations. We recognize that by intensive selling most premium deals can be sold. However, if your customer is not satisfied with the premium he or she receives, that dis-

satisfaction may carry over to your own products.

The cost of premium testing will be less by having a standard procedure and method of testing than by using sporadic and unorganized tests. Results can be attained in less time when standardized procedures and methods are used. They tend to eliminate the element of confusion and save time without sacrificing the quality of research work.

A successful premium testing plan should be elastic enough to use parts or all of the program, depending on conditions and needs.

When putting into operation such a plan, satisfactory samples or models of premiums to be tested should be available in sufficient quantities to provide a sample for each interviewer who works on the job. If actual samples are not available, realistic drawings or photographs should be substituted.

Our experience has shown that premium tests chronologically follow seven steps of elimination:

1. Policy Tests
2. Shopping Tests
3. Preliminary Consumer Preference Tests
4. Secondary Consumer Preference Tests



"Look at the route sheet, Ed . . . We ought to be only two miles from a \$50,000 potential!"

**The BOOTH
Michigan Market
is a
BIG
MARKET!**



Families: 692,960 (39% of the State)

BOOTH NEWSPAPER Circulation: 387,331

It's difficult to picture the size, activity and sales potential of the EIGHT BOOTH MICHIGAN NEWSPAPER MARKETS, but this photograph taken by a Grand Rapids Press photographer, showing the retail shopping section and Herpolzheimer's (Allied Stores) new three-million-dollar store, symbolizes it.

MICHIGAN is a big market . . . conveniently situated, easy-to-ship-to, easy-to-promote, in which FOUR OUT OF SEVEN of the high-volume markets are BOOTH MARKETS.*

Michigan is one of the few heavily populated states where population and retail sales have shown the greatest growth since 1940.*

It is one of the few states where family income averages over \$4800 annually.*

*For further specific facts on how the
EIGHT BOOTH NEWSPAPERS cover this big market, call—*

A. H. Kuch, 110 E. 42nd Street, New York 17, N. Y., Murray Hill 6-7232

The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

* Sales Management 1949 Survey of Buying Power

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
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HITS THE QUAD-CITIES!

Capitalize on The Daily Times Green Streak—an innovation that resulted in a 7% circulation gain the first 10 days. Entire makeup of The Daily Times has been changed. Separate Green Streak Feature section included each day.

In addition to complete news coverage of the entire urban Quad-City market — The Times carries two or more pages of rural news for prosperous farm and small town subscribers in 11 Eastern Iowa and 5 Western Illinois Counties.

The Daily TIMES

DAVENPORT, IOWA

The only newspaper in the Rich Quad-City Market with news offices and home delivered circulation in both Iowa and Illinois.

5. Consumer Use Tests
6. Store Movement Tests
7. Test Markets

Because specific tests will vary, depending on how the premium is to be promoted and offered and what segment of population it is designed to reach, each one of these steps should be considered separately.

Policy Tests: In determining policy tests, certain criteria for premiums should be set up, which all proposed premiums must meet before they can get into the testing field. Factors to be considered are price range, packaging requirements, national appeal, moral and religious limitations, availability of the premium, quality, appropriateness with company's line, value, timeliness, past promotion by other manufacturers, and seasonability.

Shopping Tests: After the proposed premium has been accepted from a policy standpoint, stores in several cities should be shopped to determine whether or not the premium is available in stores. Information should be obtained on price, popularity of the item, store experience. This information acts as a guide when judging the value, to the consumer, of your contemplated offer.

Preliminary Consumer Tests: The purpose of a preliminary consumer preference test is to obtain the relative degree of interest shown toward each premium and to eliminate those premiums with small consumer interest.

One control premium and one or two proposed premiums should be supplied each interviewer who is to get preference ratings. On tests in early stages of selection, preference ratings should be obtained with the minimum number of interviews.

If a control premium and one other premium are used, a sample of 75 interviews is suggested. By using a statistical measurement of two standard errors, which is commonly used in commercial marketing research, a preference split of 62-38% or greater is statistically significant.

If a sample of 75 interviews does not show a statistically significant difference, it is necessary to increase the sample size to determine whether or not there is a significant difference between the two premiums.

If a control premium and two proposed premiums are used, a suggested sample of 150 interviews is recommended. Using the statistical measurement of two standard errors, a difference of 11.5% or greater in preference between any two of the premiums becomes significant.

If after 150 interviews the difference in preference between the premiums is not significant, an increase in the number of interviews is necessary to determine whether or not a significant difference between the premiums exists.

On these preliminary tests interviewing is usually confined to one city, since the results are to serve only as a rough guide to further testing.

Under ordinary circumstances interviews are stratified by socio-economic status of the general adult population. For unusual products special stratifications are set up.

During each interview the respondent is shown the sample of the actual premiums. Commercials are not prepared in the sense that an advertising appeal is given for the premiums, but merely an interviewing routine is worked out. When samples of premiums are not available, pictures with descriptions, but no advertising copy, are shown.

At this stage the previous premium purchasing habits of interviewees are determined; that is, whether or not the interviewees have ever availed themselves of a premium offer and if so, whether they obtained premiums by mail, over the counter, etc. Which premium each interviewee prefers and which one he thinks he would be most likely to buy if premiums were available now, is then ascertained. In comparing premiums, wide differences in price should be avoided.

The sole purpose of this test is to eliminate the "duds," and no assumption can be made that people will buy one or the other premium because they said so, or because they prefer it at the time of the interview. Results of this test are strictly relative and do not necessarily give answers to future purchasing habits.

Secondary Consumer Preference Tests: All premiums which have successfully survived the preliminary test are then subjected to a secondary consumer preference test. In all cases the size of the sample is to be enlarged for this test and the type of promotion under which the premium is to be offered, as well as the method by which it is to be offered, are to govern the procedure.

On this test only two premiums are tested during each interview (the control premium and the one proposed premium) and the paired comparison method is used. To insure greater statistical reliability, a minimum of 200 consumer interviews is made. On this sample, using the more rigid statistical standard, a difference

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"Test Town, U.S.A." is perfectly typical of the entire U.S.A. The U.S. Government chooses South Bend for important tests and studies. More and more advertisers are trying out new products and sales appeals here. More and more are learning that results in "Test Town, U.S.A." are accurate, clear-cut, *reliable*. One newspaper—and only one—covers this outstanding test market. Get all the facts. Write for free market data book entitled "Test Town, U.S.A."

**The
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STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

of 11% or greater is significant.

If the difference in percentage of preference is less than 11%, an additional 50 interviews are made. If the difference is still not significant, the proposed premiums will pass on to the next test. Stratification is on the basis of socio-economic status of the general adult population.

On the next phase of the consumer test the method by which the premium is ultimately to be sold will determine the details of the technique to be used.

When premiums are promoted over the radio, the client furnishes recorded commercials made by a professional announcer. Each record contains a commercial for each of the two premiums to be tested. On half of the records the commercial for premium "A" is first and on the other half the commercial for premium "B" is first.

After the interviewee has heard both commercials she will be asked which of the two premiums she would prefer, based on the commercials. If sufficient quantities of the premium are available, each respondent is given an opportunity to buy the one she likes best. A record is kept of the number of sales of each premium in proportion to the total interviews. The respondents previous premium

purchasing habits are also ascertained.

After the preference is ascertained, based on the commercials, and the respondent has made her choice, she is then shown the premium and asked whether or not it comes up to her expectations, from what she heard in the commercials. This is most important because it precludes the use of a premium in which the recipient would be disappointed.

When premiums are promoted in magazines, the procedure is the same, except that proposed layouts for the premiums are shown with selling copy. These may be copies of actual contemplated advertisements, or photostats of layouts made up for the test. Each respondent reads both advertisements which are alternated, and the procedure following is the same as that for the radio-promoted offer.

When premiums are promoted in newspapers the procedure is the same as that followed in magazines, except that in magazines the layout might be in color and in newspapers it probably would be in black and white.

When multiple-type promotions are planned, the preceding technique is followed by using an equal part of the test for each type of promotion.

Information determined includes

which of the two premiums she would prefer and which she thinks she would buy if both were available at the time. This is determined after she has heard the commercials or read the advertisements and again after she has seen the premiums when they are actually shown.

Because of the broader scope of this phase of the testing, the interviewing is expanded to cities in four population groups: over 500,000, 50,000 to 500,000, 5,000 to 50,000, under 5,000. The percentage of total interviews of each population group is made in proportion to national or regional population figures, depending on the scope of the distribution of the premium offer.

Results of this phase of the test are somewhat inconclusive, but they are more conclusive than primary consumer tests. Intent to buy today and preference today may not necessarily be the same as when the premium is ultimately offered, and the comparison between premiums is still relative. Final results will vary, depending on the time lapse between this test and the actual offer, and will be affected by major changes in conditions, such as economic crises, wars, important national events, etc.

When the premium offer entails

the mailing in of a coupon or box top, each respondent is informed that it can be obtained by such a mail-in and a coupon is left, entitling them to the premium they want, if it is mailed in with the premium price. A tally of these mail-ins will be kept to see how they compare with the expressed preference for each premium.

Store Movement Tests: Whether or not the premium is to be store-tested is governed by how the premium is to be distributed. In all instances where there is an over-the-counter offer, a

reduced price offer, or a coupon to be obtained from your local dealer offer, an actual store test is included. Only premiums which have successfully passed the secondary consumer preference test should be store-tested.

A group of stores in selected towns are set up and used for store testing. The client provides sufficient display pieces and premiums for the test.

Two weeks before the store test is to start we take an inventory of stock on the item for which the premium is intended, as well as competitive brands. We take weekly inventories

for a two-week pre-premium period, a four-week premium period, and a two-week post-premium period.

In setting up store tests, 25% of the stores should be control stores. The movement in these control stores is measured during the same period of time and at the same intervals. The only difference between control stores and premium stocking stores is that control stores do not participate in the premium test nor have any but their regular merchandise. This procedure increases the accuracy in measuring the effect of the movement of the item for which the premium deal is offered, as well as competitive products.

By taking the opening inventory each week, adding purchases and subtracting closing inventory, we have an actual count of sales by the products as well as competing brands.

Details as to the location and number of stores used varies, depending on the products and the scope of the territory in which the premium is offered.

Test Market Tests: After a premium has passed all applicable tests, and when the estimated cost of promotion and advertising the premium is high, a test market study is instituted. This gives not only an actual market measurement, but it is a check on the validity of previous techniques.

The amount and method of promotion in a test market should be as nearly as possible a miniature of the campaign which is going to be used. Effort is made to control advertising and promotion so that the impact on the test market is as nearly as possible the same impact that this same market is likely to receive on a national campaign, when the premium is promoted in the campaign.

Care, in the selection of a test market, should be exercised to make sure that the market selected is near average in sales of the type of product involved. Premiums designed primarily to increase rural sales should be tested in rural test markets. Media available, rate, and composition are of prime importance.

The test market is the most conclusive test which can be made, but because of the cost involved it should be used only for those premiums which have shown an acceptable degree of consumer preference on other tests.

That premium testing really pays off is evidenced by the continuation of this type of operation by large users of premiums. They take guesswork out of their premium selection and successively promote successful premium operations.

\$680,000,000 Spent for Food and Drugs in *Towns covered by The Dallas News



IN THIS FABULOUS MARKET . . . 45% of the white families that spent the \$680,000,000 get breakfast-time home delivery of The News! Put your advertising where the money-to-buy is . . . before people who make more and spend more . . . readers of The Dallas Morning News. Write for interesting new survey . . . showing that no other paper gives such coverage in these 72 counties . . . 218 towns!

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The Dallas Morning News

***BREAKFAST-TIME HOME DELIVERY IN 218 TEXAS TOWNS...
ALONG THE DALLAS MORNING NEWS MOTOR ROUTES**

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Selling to the Federal Government. Prepared and published by The Bureau of National Affairs, Inc. Price, \$5.00.

Here's advice on how, where and what to sell to the Federal Government. It includes text and section-by-section analyses of standard Government contracts, statistics and regulations, has an alphabetical listing of topics and subjects covered. You'll find practical tips for dealing with the Government, the text of contracts with interpretations and annotations, text of statutes and regulations and their interpretations. The Federal Purchasing structure is dealt with and explained as a lead-in to the book, which also provides a list of addresses of various purchasing divisions.

1950 Merchandising Calendar. (Men's and Boys' Apparel). Published by Alfred J. Silberstein, Bert Goldsmith, Inc., 16 East 40th St., New York 16, N. Y. Price, \$3.00.

This, the second annual "Merchandising Calendar," prepared for the National Association of Retail Clothiers and Furnishers, is available, through special arrangements, to non-members this year. It is a comprehensive guide, based on survey findings and provides a work sheet for daily notations and summaries to cover the month's operations in detail. The over-all aim is to provide the merchant with a guide to his planning for the immediate present and for succeeding years.

1949 Guide to Government Information on Retailing. Prepared by J. H. Rhoads, Marketing Division, Office of Domestic Commerce. Price, 15c a copy.

"Retailers, and others engaged in distribution, who want to take advantage of various forms of assistance available to them from the Federal Government," says the Department of Commerce, "will be helped by this new publication." The booklet is a bibliography of Government publications related to retail trades. Each publication is listed under the head of the Government agency producing it and is indexed by type of business and by the operational subject with which it deals.

Through Government Lenses. Published by Washington Commercial Co., 1200 Fifteenth St., N.W., Washington, D. C. Price, \$7.50.

This new catalog centralizes, for the first time, says its publisher, the vast reservoir of U. S. Government photographs. It provides a selection of 672 desirable photographs produced by more than 100 Government agencies. The catalog has an explanatory text, a simplified finding-guide which indexes and gives captions for black and white prints. All photographs are reproduced in miniature; each bears an identifying number.

Some Billion Dollar Questions about Television and Some Suggestions On How to Think About Them. Prepared and published by The Faught Co., Inc., 342 Madison Ave., New York 17, N. Y. Price, \$5.00.

Faught calls this television study "a socio-economic analysis." The study begins with an item-by-item calculation of the cost of building and operating a theoretical nation-wide system of 1,000 TV stations, plus 200 satellite transmitters. It explores the economic problems—and possibilities—of building such a system and financing it through advertising revenue. The book should be helpful to anyone interested in television.

Time Out for Mental Digestion. By Robert Rawls. Published by The Updegraff Press, Ltd., Scarsdale, N. Y. Price, \$1.00. Bulk quantities at reduced prices.

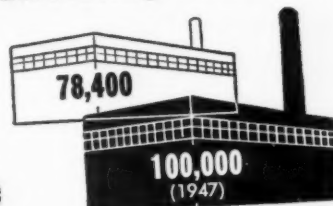
Mr. Rawls is the author of "Silent Selling." In this, his new book, he explores the possibilities for growth in one's life work. How high a man can rise, says author Rawls, depends on three things: the breadth and quality of his experience; his ability to think and plan; his success in dealing with people. The author believes that time can be man's ally if he learns to use it as an aid to mental digestion in his dealings with people. Author Rawls writes simply, but with the authority of years of sales work.

A STEADY 10 YEAR INDUSTRIAL EXPANSION

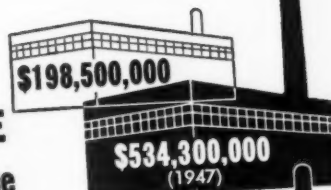
Has Helped to Raise Worcester's Wondrous Twins:
High Buying Power and Intensive Newspaper Coverage

Changes in Manufacturing 1939 - 1949

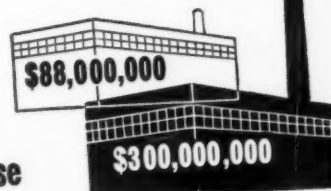
NUMBER OF WORKERS
27.5% Increase



VALUE ADDED BY MANUFACTURE
169.2% Increase



ANNUAL PAYROLL
237.5% Increase



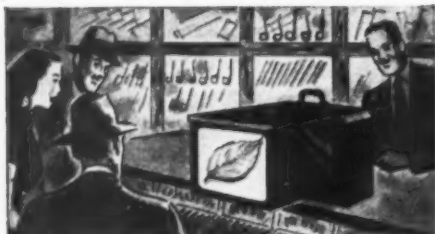
The Worcester Telegram and Gazette completely blanket this ever-growing major market. Daily circulation in excess of 140,000. Sunday over 100,000.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

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A COMPLETE "TALKING MOVIE" THEATRE IN ONE CASE



The AMPRO "Repeater"

**with self-contained
speaker and screen**



Just plug it in — open the big 15" x 11" screen into position — and you are ready to show sound films in black and white or color anywhere in less than a minute. Pictures are clear, bright, even in normally lighted room. Sound reproduction is amazingly lifelike. Best of all — endless film magazine permits repeating of 400 ft. film for showing after showing

— without re-threading or re-winding! Entire unit is lightweight, compact, portable.

**READY TO GO TO WORK
ANYWHERE, INSTANTLY!**

Makes available for *your* business, for *your* problems, the powerful force of sound motion pictures. Ideal for use in stores, offices, sales meetings, conventions, exhibits, demonstrations. Can be used for merchandising products, sales programs, television commercials.

USED SUCCESSFULLY — FOR 10 YEARS

Ampro "Repeater" unit has been used effectively in sales presentations for over 10 years. One of America's largest companies used over 1500 "Repeaters" in their sales program with outstanding success! Send coupon below for full details.

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A General Precision Equipment Corporation Subsidiary
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Please send me full details and prices on the
Ampro "Repeater." Send me also the free booklet
on 16mm. films, "A Powerful Aid to Industry."

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Address.....

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coming your way . . .

.....nylon typewriter ribbon

is now available for use for standard typewriters, electric billing, bookkeeping and accounting machines. Because of its outstanding wearing qualities, it is said to be ideal for use on electric typewriters which rapidly wear out ordinary ribbons as a result of the force with which the motor-driven keys strike the platen. Exceptionally sharp, clear impressions are produced by the new ribbon due to the thinness and the flexibility of the fabric. These qualities are made possible by the strength and resilience of the Nylon threads, which are continuous with no stray fibres to affect the type impression. The long-wearing qualities of the all nylon ribbon result in substantial savings because fewer changes are necessary. Unlike any other ribbon, it does not depend primarily upon the quantity of ink applied. Instead a specially developed ink is scientifically applied in carefully controlled quantities, according to individual requirements of specific machines, thereby making possible perfect impressions from the first typing stroke. The ability of the fabric to replenish its ink supply rapidly after a key strikes, means increased uniformity of printwork. Another advantage is that the typed impressions erase easily. It is being marketed by Remington Rand, Inc., 315 Fourth Ave., New York City 10.

.....de-icing fluid turns sleet or frost into slush which the windshield wiper can quickly clear away for safe driving visibility. It is packaged in a small plastic bottle dispenser. By squeezing the bottle with a pulsating action, the liquid

is forced out of the atomizer head in a fine spray. Both atomizer head and hinged cap are molded of the same plastic in a single piece, preventing loss of the cap or contents of the bottle.

.....nam-ies, a new product just introduced to the market, is designed to end loss of rubbers and overshoes by attractively identifying rubber footwear with the nicknames or the initials of the owner. Nam-ies is a kit of more than 700 individual metal initial plates made of lightweight brass, nickel-plated. Also included is a specially designed tool, the Press-O-Name, for applying the initial plates to rubber footwear and to many other items of personal nature. The Press-O-Name holds from one to three initial plates in the spring clamp for application to such materials as felt, rubber, canvas, and leather. The prongs of the initial plate pierce the material and are crimped into the material, assuring permanence. Since the initials are made of nickel-plated brass, there is no possibility of rust or tarnish. Manufactured by Rub-R-Nam Manufacturing Co., Minneapolis 8, Minn.

.....featherweight drawing board

is of air-cell type construction. It is of plywood and the framework, honeycomb, top and bottom panels are bonded into one permanent, rigid unit with waterproof glue. Straight-edge gear-back aligner assures horizontal alignment and removes need for T-square. An envelope-type carrying case is provided. Board is a product of Cal-Pan Corp., 1111 S. Fremont Ave., Alhambra, Calif.



FLEXIBLE ATOMIZER containing de-icing fluid may be used for clearing windshields of snow and sleet.

How they turn

STATISTICS into SALES

with *Sales Management's*
annual Survey of Buying Power issue

**Mr. Sayre MacLeod, Vice President of
The Prudential Insurance Company of America, writes:**

"For many years we have considered your 'Survey' a reliable and informative source of marketing data. In measuring our sales possibilities by territories, it is essential for us to weigh the effect of certain market factors upon each territory. We have used both your estimates of population and Effective Buying Income in this connection."



Sales Management



THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara

CAMPAIGNS AND MARKETING

TWA Promotes Tour

Trans World Airline will promote a \$646, 15-day, all-expense tour for Holy Year through the thousands of independent travel agents throughout the country. TWA is not in the tour-retailing business. The airline merely provides the transportation. This does not preclude TWA's extending all help desired by the individual agents. As a matter of fact, the \$646 tour which will be TWA's leader item during the winter campaign to attract pilgrims to Rome and Europe is the creation of an agent, Lissone-Lindeman, U. S. A., Inc., who will wholesale the tour. TWA will help this agency, and all others retailing this particular tour or wholesaling others, through a national Holy Year advertising, display and direct mail campaign.

Major step will be newspaper advertising with concentration on nine major cities—New York, Boston, Philadelphia, Washington, Chicago, Kansas City, Los Angeles, San Francisco and Detroit. Copy will be pointed at Holy Year and will bear the admonition: "See Your Travel Agent."

Specialized copy has been placed with the four major Catholic magazines—*Extension*, *Messenger* of the

Sacred Heart, *The Sign* and *America*.

Additional specialized copy will be placed in travel and resort sections of newspapers in the major cities when the situation calls for it.

Radio spots will be used in major listening areas, with the low 15-day \$646 fare as the leading item.

Folders already prepared, and others in preparation, will go to all agents cooperating with TWA. In addition, TWA has concluded interline agreements with Braniff International Airways, Eastern Airlines, Continental Airlines, and National Airlines who will sell TWA tours in cities off TWA's main routes. In addition, TACA will tap the potential market in the Latin-American countries.

All copy will put heavy play on the impossibility of making a short, low-cost pilgrimage in any way other than via the air route. Heavy stress will also be placed on the added attractions of being able to visit other cities than Rome and other countries than Italy. This is made possible by TWA's "Great Circle" route by which a tourist may fly to Rome via Lisbon and Madrid and return on the same round-trip ticket, with stopovers, via places such as Geneva, Milan, Zurich, Paris and Shannon.

The low-cost \$646, 15-day tour,



CHEN YU Division of Richard Hudnut advertising appearing in national magazines is repeated in point-of-sale displays lithographed by Einson-Freeman.

for example, includes Rome, Florence, Genoa, Monte Carlo, the French Riviera and Paris.

A direct mail merchandising plan is in the works as well.

Lady Esther vs. Smog

Lady Esther is currently running a unique advertising campaign in the Los Angeles newspapers based on smog conditions prevalent in that area.

Civic groups, long active in trying to combat the harmful smogs, have cooperated with Robert S. Taplinger & Associates, public relations counsel for Lady Esther, in conducting a recent survey on effects of smog on women's complexions. Twenty-four women were used in this experiment held during a recent smog barrage. Twelve wore Lady Esther's Complete Creme make-up, containing special ingredients designed to give the skin smog protection; the remainder strolled the streets without benefit of this special cosmetic. Results of the survey, released by the Pure Air Council of Southern California, reveal that acids and oxides in smog are extremely harmful to unprotected skin, and that Lady Esther's Complete Creme make-up is an effective emollient screen against these chemicals.

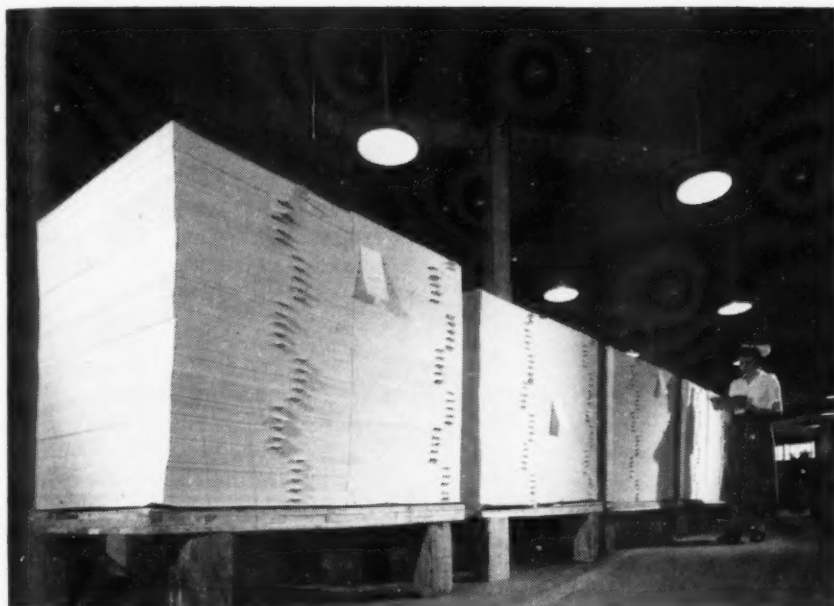
Newspaper advertisements headed "Protect Your Skin Against Smog," prepared by Lady Esther's advertising agency, Ruthrauff & Ryan, Inc., Chicago office, incorporate reprints of news stories currently appearing in newspapers throughout Southern California. They quote Dr. George G. Hyde of the Pure Air



FIESTA ice cream is featured in this scene from "The Whip," showing Dan Duryea and Patsy O'Connor. The picture will be released by United Artists.

Now—Kimberly-Clark brings you

Premium Papers at Standard Prices!



SHEET STACKS OF 1950 LEVELCOAT READY FOR TRIMMING . . . THEN TO AMERICA'S PRESSES

Now you can make every impression a far better impression—without an increase in printing cost! For Kimberly-Clark's four new fully-coated Levelcoat* papers with new fiber, new formula, give you premium quality press performance and reproduction—at the cost of ordinary paper!

You'll see new whiteness and brightness, feel new smoothness, in all four 1950 Levelcoat papers. In make-ready, on the press, you'll dis-

cover new speed and dependability. Finally, in comparing reproduction with that of any other paper, at any price, you'll agree there's a striking new difference in the quality of printing achieved with 1950 Levelcoat.

So regardless of your paper requirements—for long runs or short runs, for broadsides, magazines or house organs—look to Levelcoat for printability at its *best*. Yours—at the cost of ordinary paper.

New HIFECT* Made with strong sulphate-cooked fibers. Permanence, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

New LITHOFACT* For finest offset printing, Lithofect provides a moisture-and pick-resistant coating with a strong base sheet. Renders colors without loss of density.

New TRUFECT* Whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability, finer reproduction.

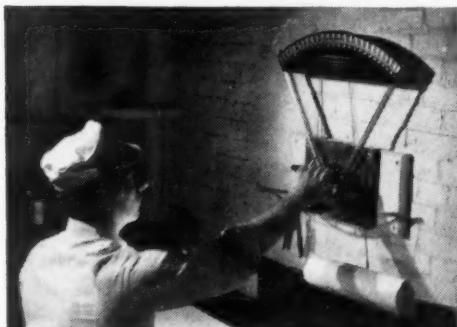
New MULTIFECT* An economy sheet for volume printing. With the new LongLac fibers, Multifect has added strength, better foldability, greater uniformity.



Ever take a 3 hour bath? The pulp in 1950 Levelcoat does—and gets bleached snow-white in the process. And the new, superior LongLac sulphate fibers—a special pulp ingredient—result in new body strength, new resilience, never-before whiteness in all four new papers.



Round and round she goes . . . and each roll is adjusted for correct tension to protect the mirror-smooth paper surface. For in 1950 Levelcoat, the new coating formulation assures uniform ink reception, equal pick resistance, brilliant colors of maximum tonal density.



It's on the nose! Sensitive scales constantly check each lot of paper for moisture content. In all, 79 similar checks from tree to press are used to control the quality of 1950 Levelcoat—and assure the press performance and reproduction of *higher-priced paper*.

KIMBERLY-CLARK

CORPORATION

NEENAH, WISCONSIN



*TRADEMARK



**They are
loaded with
sales producing
dynamite**

The successful story of balloon promotions is being told by aggressive advertisers in every community. SWING THE CONVERSATION TO YOUR PRODUCT. Write Department C for complete details.



EAGLE RUBBER CO., INC. Ashland, Ohio

**WHICH PUBLICATION PUBLISHES
THE MOST EDITORIAL PAGES
ON CHEMICALS AND RELATED
MATERIALS?**

It Is

OPD

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2523 Pages of Chemicals Advertising first 11 months of 1949.

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

May we send you a
sample copy of O.P.D.?



**Oil, Paint and
Drug Reporter**

**For Chemicals Buyers
The Market Authority since 1871**

Schnell Publishing Co., Inc.
59 John Street, New York 7

AFTER FEB. 1, 1950, Address will be:
30 Church St., New York 7, N. Y.

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.

Council of Southern California as saying: "Not only the health but the beauty of our women is in jeopardy as long as we allow smog to darken our skies unabated."

These advertisements, as well as local newspaper promotions, will soon appear in various smog-ridden industrial areas throughout the country.

Gemex Co. Drive

The Gemex Co., Union, N. J., manufacturer of watch bands, in introducing its new expansion watch bracelet, Sonata, with a full-page, four-color advertisement in the February 1 issue of *Vogue*. Additional advertising is scheduled to appear in other fashion magazines—*Glamour*, *Mademoiselle*, *Charm*, *Seventeen*, and *Harper's Bazaar*.

The *Vogue* advertisement will appear as an insert in the January issues of the following publications: *Jewelry*, *National Jeweler*, *Jeweler's Circular Keystone*, *Southern Jeweler*, *Pacific Goldsmith*, *Mid-Continent Jeweler*, and *American Horologist*. The retailer message will be imprinted on the inside fold.

The consumer advertisement features a girl in evening dress listening to a symphonic performance of a sonata. This is a full-color reproduction of a painting by David Berger. The message announces: "The new expansion watch band like a rare melody . . . an exquisite note on your wrist or over your glove. See the Gemex at better jewelers everywhere."

A complete assortment of displays.

merchandisers and other point-of-sale helps are being made available for jewelers' windows and counters.

The agency for the campaign is Reiss Advertising.

Sterling Drugs Promotion

Sunday supplements, magazines and a sample give-away campaign are being planned for the 1950 advertising schedule promoting Fletcher Z. B. T. Baby Powder, product of the Centaur-Caldwell Division of Sterling Drugs, Inc.

One and a half million combination gift packages of Fletcher Z. B. T. Baby Powder and Chas. H. Fletcher's Castoria will be distributed to mothers of babies born in 1950. It is estimated that this would include one out of every two babies born in the United States during the year. Names of babies are supplied by hospitals throughout the country.

Newspaper promotion will include the use of Sunday supplements, Fletcher Z. B. T. advertisements appearing in *This Week Magazine*, *Our Sunday Visitor* and *Parade*. Three major markets will be further covered by the use of the Sunday supplements of the *Chicago Tribune*, the *Daily (New York City) News* and *The Philadelphia Inquirer*. Publication advertising for the division is placed by Thompson-Koch Co., Inc.

Parent's Magazine, *Ladies' Home Journal*, *Woman's Home Companion*, and *True Story*, as well as a number of baby books throughout the country, will also carry the Fletcher Z. B. T. advertisements during 1950.



"COACH AND PAIR," distinguished trade mark of the Hat Corporation of America, comes alive in the new three-dimension counter and window display for Dobbs hat gift certificates. It has been distributed to Dobbs dealers throughout the country, and contributes to Brand Names Foundation program.

Cancer's danger signals

1. Any sore that does not heal
2. A lump or thickening in the breast or elsewhere
3. Unusual bleeding or discharge
4. Any change in a wart or mole
5. Persistent indigestion or difficulty in swallowing
6. Persistent hoarseness or cough
7. Any change in normal bowel habits

Can be your safety signals

Cancer is curable if discovered early and treated properly

If any of these symptoms appear, see your doctor *at once*.

Write for the booklet about cancer. Just address your request to "CANCER".

AMERICAN CANCER SOCIETY, INC.





THE SALESMAN'S CREED

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity, to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my efforts and use system and method in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. THIS IS MY CREED.

W. C. HOLMAN

Reprinted by Sales Management with the permission of The Human Engineering Institute and The Midden School.

Now Ready: Reprints of "The Salesman's Creed"

At the request of many subscribers, Sales Management has reproduced W. C. Holman's "The Salesman's Creed," as quoted in Shop Talk, SM, Sept. 1, in a size and format suitable for framing. The finished design, in reduced size, is shown above. (Actual size: 11½" x 15".) It is on fine rag stock, and done in color.

For the benefit of readers who may have missed the complete text in the September 1 issue, we quote:

The Salesman's Creed

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity, to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my efforts and use system and method in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. THIS IS MY CREED.

You may send orders to The Readers' Service Bureau, Sales Management, 386 4th Ave., New York 16, N. Y. Prices: Single copies: \$1 . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6 . . . more than 12, 50c each.

How To Put Your Competitor To Work—For You

BY FRANK L. McKIBBIN

Vice-President, Hal Stebbins, Inc.

Controlled tests show that, at least in the case of some products, you earn more sales for your specific brand when you make it part of a display which includes competitive products, than you do if your brand is displayed alone.

If there is one rule in our selling bible which is considered unbreakable, it is the obvious one: "Never go out actively to sell your competitor's product."

Today, some modification of that rule seems in order. Multiple-brand display tests provide evidence that competitive products help to sell each other. When displayed together, sales of individual brands often exceed sales of the same brands displayed alone.

In the highly competitive packaged soap business a carefully planned test* was conducted in a leading self-service store. For one week soap Brand A was put in a large mass display 8 packages wide and 3 deep. It was a good spot. Sales were \$39.20 at the end of the week. The second week there was no display.

The third week in the same spot, same store, another soap display was set up. This time four brands of soap were included. Each had a 2-package-wide portion of the 8-package display front. Brand A was in the second display at the same price it had been in the first. This time Brand A outsold its previous showing by about 25% to chalk up total sales of \$51.00 in one week. Brand B did \$49.98; C, \$46.90; D, \$43.52. Obviously, everyone profited here, including the grocer.

Of course, this isn't always the case. A cereal display in the same store, handled in the same manner,* resulted in a decline for the brand which had enjoyed a display by itself. This time cereal Brand A by itself in a display 8 packages wide chalked up

sales of \$6.24. The third week in a display which gave 2-package frontage to four different brands, Brand A had sales of only \$2.40.

When canned tomatoes were similarly tested* there was a decline. Brand A in a display 6 cans wide sold \$29.07 by itself. In combination with two others it sold only \$20.57; Brand B, \$10.73; Brand C, \$6.46.

Back on the plus side of the ledger, however, a shortening display test* gave rise to some indicative facts. Brand A's 3-pound size was displayed by itself. Sales were \$65.79. Third week three brands were set up in a display with these results:

| | First Week | Second Week |
|---|---------------|----------------|
| Brand A—1-pound size | | \$49.50 |
| Brand A—3-pound size | \$65.79 | 33.54 |
| Total Brand A sales | | 83.04 |
| Brand B—1-pound size | | \$18.45 |
| Brand B—3-pound size | | 33.54 |
| Brand C—3-pound size (At a price 2c below brands A and B) | | 10.16 |
| GRAND TOTAL SALES | | \$145.19 |
| | | 120% |

Note that Brand A's 3-pound sales suffered the third week; but its 1-pound sales more than offset the loss.

What do these tests indicate? Is it just happenstance that a brand some-

times sells better when it has less space and more competition? There isn't enough evidence yet to answer that question unequivocally, but there is enough for some fairly definite observations.

Make no mistake. There is no proof that your sales will increase when you are surrounded by competition rather than selling solo, but you can use these findings to gain certain sales advantages by putting your competition to work for you.

Probably the commonest remark among food store salesmen is: "But grocers won't let me put up displays in their stores." That is perfectly true. Most good grocers prefer to run their own store rather than let every friendly salesman use it as a showroom for his merchandise. Yet every grocer is eager to make sales.

Sales Figures Say "Yes!"

Multiple-item displays will do it for him. When a grocer says: "No!" to a display for your brand alone, ask him: "How about Brand B and C and mine?" You've put the world on your side then. You've got hot sales figures to talk with. In the display tests mentioned earlier the single-brand soap display returned the grocer \$3.92 in sales per square foot, whereas the multiple-brand soap display gave him \$19.00 per square foot. Single-brand shortening sales were \$8.92 per square foot; multiple-brand \$20.06. Single-brand canned tomatoes, \$6.20; multiple-brand, \$9.69. Single-brand cereal, 78c versus multiple-brand, \$2.25. How could any grocer say: "No!" to sales figures such as those?

You may have to stack a few packages of your competitor's product alongside your own; but if it's the only way to get yours up and out, it's worth it. Don't let that idea throw you, for there is another side to the nickel. Another common sales experience is to walk into a grocery store to find your competitor has just put up a handsome floor stack. The grocer certainly doesn't lean kindly to sug-

* By *The Progressive Grocer*

gestions that you take it down and put up your own. Instead of asking for that impossibility, a successful approach has been worked out, based on the per-square-foot-sales, just quoted, for multiple-brand displays.

The grocer is shown the surprising difference in sales between multiple-brand and single-brand displays, using the same floor space. A multiple-brand display—such as the soap study given above—rakes in \$19.00 per square foot for the dealer versus \$3.92 for the same space with a single-brand display. That is nearly a 5 to 1 advantage. Thus the way is opened to suggest that your brand be put alongside your competitor's product. It makes sales-sense to the dealer every time. It makes sales-sense for you too, because a multiple-brand display is always better for you than none. Sometimes it is far better than one alone. So you may profit measurably by having your competitor alongside you.

If you are a local, little-known brand, a multiple-brand display will help lift you from obscurity. Put yourself alongside the powerful national brand. Bask in its sales sunlight. Maybe people think that if you're in good company you must be good too. Whatever they think, it will result in extra sales for you.

In *The Progressive Grocer* display test on this point two brands of spiced wafers were displayed side by side. Brand A was national, Brand B local. Sales checks were made during a normal week to get shelf movement. Then the display was set up and sales checked for a second week. Here are the results:

| Brand | Shelf Sales | Display Sales | % Increase |
|-------|-------------|---------------|------------|
| A | 12 | 32 | 167% |
| B | 6 | 79 | 1217% |

Concludes *The Progressive Grocer*: "Looks like it's a good idea to keep good company. We've seen this happen several times before."

Another point is highly important: Be sure you display all your sizes where possible. There is a new trend to a line of small size cans for apartment dwellers and one- and two-person family units. Displaying only one size of your product (when you have more) may narrow your sales range considerably. Note in the shortening test quoted earlier that when the 1-pound size of Brand A was included it outsold the 3-pound size. The two together easily outdistanced competition even when Brand C sold at 2c less.

A liquor display study** reiterates the fact that the promotion of one brand of a given item stimulates sales of other brands of the same item. In this test a leading liquor company wanted to know what effect the display of one brand of gin had on other gin brands in the same store. Forty-five retailers kept sales checks of five brands of gin for two weeks. Then a window of one brand of gin was put in. During the period of the window display the featured brand sales went up 157% on the average. However, sales of the un-displayed brands also went up 12%.

In another study** a distributor of California wines used 20 package stores in the New York Metropolitan Area. Big displays of his products were put up in each store to register an average sales increase of 139%. But all other wine sales in the test stores went up 19%.

Related Item Display

At Blau Brothers Supermarkets in New York City one brand of baked beans was test displayed† along with related items: frankfurters and brown bread. A 33% increase over normal sales was chalked up by the beans during the two weeks they were on display. The surprising discovery, however, was that sales of seven other brands of baked beans on the store shelves rose by 30%.

We know displays sell merchandise. Now we also have good reason to believe a competitor can help sell your merchandise. The coffee industry, preserve, candy, citrus, walnut, and many others have shown what can be done with cooperative marketing. These display tests prove in the market place that your competitor may be the best sales ally you can find. In fact, the term "competitor" as we apply it directly to other concerns making products such as our own, may be blinding us to a deeper concept of competition. The most serious types of competition may be between industries: coffee versus tea; candy versus soft drinks, etc.

Displays are a sensitive and accurate thermometer to measure sales effectiveness. Unlike house-to-house research or opinion sampling, they are down-to-earth measures that do their research in the market place, not in the mind. Because displays are practical, I believe the conclusions broached in this article can be applied to broader fields of selling than mere grocery store display techniques.

Let's do put our competitor to work for us.

** Point of Purchase Advertising Institute.

† Can Manufacturer's Institute



"Hot dog! No price changes! Just two pages of inspirational moonshine from the Veep!"

Business Films

Popular Export Aids

Department of State
can assist in distribution
of some films.

American concerns are making wide use of films as direct sales aids and as goodwill builders in markets outside the U. S. A.

This is the conclusion which can be drawn from a study just released by Lloyd J. Hughlett, editor, *Ingenieria Internacional Industria*, a McGraw-Hill publication.

Mr. Hughlett makes these comments:

"Films in the field of public relations, industrial processes, training or education may employ facilities of the Department of State, if they conform to the minimum specifications of the department's program of international information. Manufacturers . . . should contact Hamilton MacFadden, associate chief, Motion Picture Division, Department of State, 35 West 45th St., New York City.

"It has been suggested that certain manufacturers with similar interests abroad cooperate in the production of several or a series of films to promote the development of markets in their fields, the intelligent use of the industry's equipment, promotion of U. S. manufacturers and engineering, etc."

Results of Survey

It was found in the survey that films representing a company's or its industry's contribution to public or industry-wide advancement create greater audience interest than straight product selling films.

Most of the American business films being exhibited abroad were produced originally for domestic showings. For export showing, foreign language sound tracks are produced.

Of 166 companies responding to Mr. Hughlett's survey, 82 concerns indicated they use films abroad. Many films are released to foreign representatives. In numerous instances, producers of earth-moving equipment supply films directly to distributors. A charge of about one-half the cost of the film is usually made. Few films are given away.

Information sought from the survey was intended to indicate trends and opinion toward use of films abroad. Because of the nature of the replies, the information obtained did not lend itself to a concise, statistical summary.

JANUARY 15, 1950

For Winning Forms BE AHEAD with RISING

For forms of clean appearance, sharp printing, and good wearability—Rising Bond is the paper to choose. Ask your printer if he does not agree that the best paper for forms is

Rising Bond

- ✓ White and 5 colors
- ✓ 25% rag
- ✓ 4 weights
- ✓ Envelopes in six sizes
- ✓ Excellent printing surface for engraving, lithography, gravure or letterpress



WHEN YOU WANT TO KNOW . . . GO TO AN EXPERT!

Rising Papers

ASK YOUR PRINTER . . . HE KNOWS PAPER!

Rising Paper Company, Houghton, Mass.

Packaged coverage . . . package sales



COVERAGE. With GOA you can cover one town, ten towns or more than 1400 cities and towns. That's sales impact directed where and when you want it . . . flexibility that means advertising pressure on the markets you select. Send for the facts about GOA full time

coverage. Write today. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

★ Covers 1400
leading cities
and towns





SALES POWER: This is 270-lb. W. D. ("Half-Acre") Warnock, an ardent fisherman. He sells the pleasure of fishing and the fish line sells itself. He gives on-the-spot demonstrations in casting and lectures on conservation. It's part of the long-range sales strategy of B. F. Gladding Co., Inc., manufacturer of fishing tackle, to build good will and sales.

Fishing for Orders From Mobile Showroom

Over a century ago, salesmen for the B. F. Gladding Co., Inc., South Otselic, N. Y., manufacturer of fishing lines, would load up a horse-drawn wagon, and travel until all their merchandise was sold.

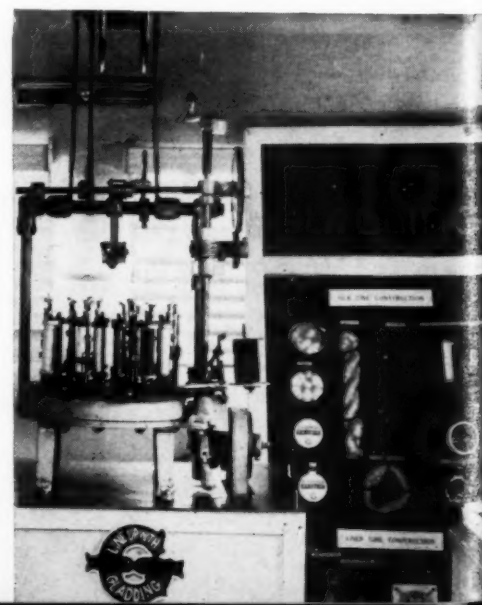
Taking a page out of the history book, two enterprising Texas sales representatives for Gladding, William Moore and W. D. ("Half-Acre") Warnock, bought a house trailer this spring and fixed it up as a factory demonstrator to cover their huge 420,000 square miles of territory, encompassing Texas, Oklahoma, Arkansas, and Louisiana.

Their plan was to create consumer demand among fishermen in their territory by showing how line is made at the factory; how it is constructed from the raw material; and the broad range of different types, sizes and grades of fishing line available. In addition to having a rolling factory display, they combined with it an educational program for sportsmen's clubs and civic groups, offering colored films, casting demonstrations, and conservation lectures at various stop-overs.

After four months' operation, these two enterprising Texans had covered nearly 8,000 miles. In addition, over 100,000 sportsmen, plus 520 dealers had tramped through their display on wheels. The average cost of doing this important missionary job amounted to \$125.00 per week, which they estimated as far less than travelling with sample setups for hotel rooms.



TRAILER INTERIOR: Die cuts of fish (above right) serve as arrows pointing to displays inside the Gladding trailer. Machinery for braiding fishing tackle (right) attracts attention of street corner crowds and paves the way for demonstrations of fishing equipment. Itinerary for the trailer is highly flexible. It's kept in each city (usually under 50,000 population) as long as the public interest warrants it.



PITTSBURGH'S OUTLOOK IS BRIGHTER BY A BILLION

Smoke control has made Pittsburgh a bright, sunny city. But it took more than smoke control to create the sunny optimism that pervades this great market. Things are happening here.

The Western Extension of the famed Pennsylvania Turnpike is under construction. Big power scoops work night and day on a \$3,000,000 highway through the West End. J&L's buying up land for its \$42,000,000

expansion on the South Side. Eleven railroads operating in the area have invested something over \$100,000,000 in diesel locomotives.

Pittsburgh is thinking big . . . planning big . . . building big . . . and *buying* big. The proof is the construction, expansion and improvement of industrial plants now being carried out in the Pittsburgh area. In such projects, business is investing a total of well over a billion dollars.



The photograph on the left was taken in the smog on December 6, 1944. Smoke control banished Pittsburgh smog. On the right is the same view taken on December 6, 1949.

One thing about Pittsburgh and the rich Pittsburgh market has *not* changed. The Press is still Pittsburgh's No. 1 newspaper.

A recent independent survey of 5,852 new car buyers in Allegheny County showed that 64.7% of them regularly read the daily Press, and 71.1% of them regularly read the Sunday Press. The same survey showed that the exclusive coverage of The Press among these readers is more than twice that of the second paper.

Your advertising gets the benefit of that kind of coverage when you place it in The Pittsburgh Press. Your Press Representative will furnish other pertinent data—ask

him for the information you need on Pittsburgh. Every Scripps-Howard Representative is a Press Representative.

TOTAL ADVERTISING LINES

published in first 9 months

| | 1948 | 1949 | Change |
|-------------------|------------|------------|----------|
| PRESS (e) | 12,796,909 | 13,540,569 | +743,660 |
| PRESS (S) | 5,840,815 | 5,737,072 | -103,743 |
| Post-Gazette (m) | 7,157,346 | 6,859,709 | -297,637 |
| Post-Gazette (S) | — | 1,701,799 | — |
| Sun-Telegraph (e) | 8,585,472 | 9,049,166 | +463,694 |
| Sun-Telegraph (S) | 5,098,437 | 4,814,001 | -284,436 |

Sunday figures include all supplements

Source: Media Records, Inc.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



NO. 1
IN
PITTSBURGH

No. 1

The Pittsburgh Press

in City Circulation—in Classified Advertising—in Retail Advertising—in General Advertising—in Total Advertising



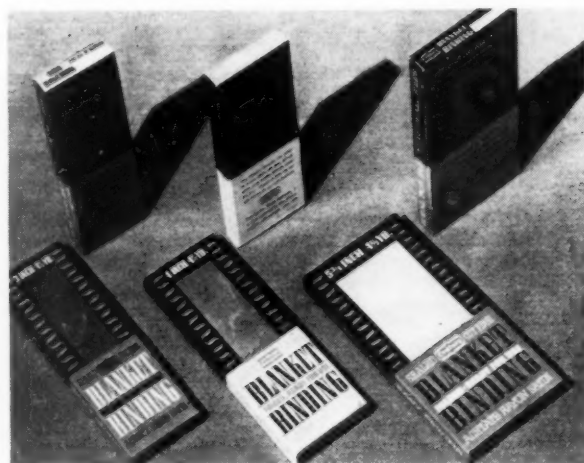
LUGGAGE-TYPE BOX is finished in embossed white corrugated board, simulating a pebble grain surface. In addition to its use as a sales aid, the carton saves time for retailers in its elimination of re-packing and re-wrapping. Designed and made by The Hinde & Dauch Paper Co.

Packaging To Sell

WINE PACKAGED IN INDIVIDUAL TUMBLERS is an innovation of the Roma Wine Co. The attractively shaped glasses are sealed with a vacuum cap. Lithographed label can be removed before serving.

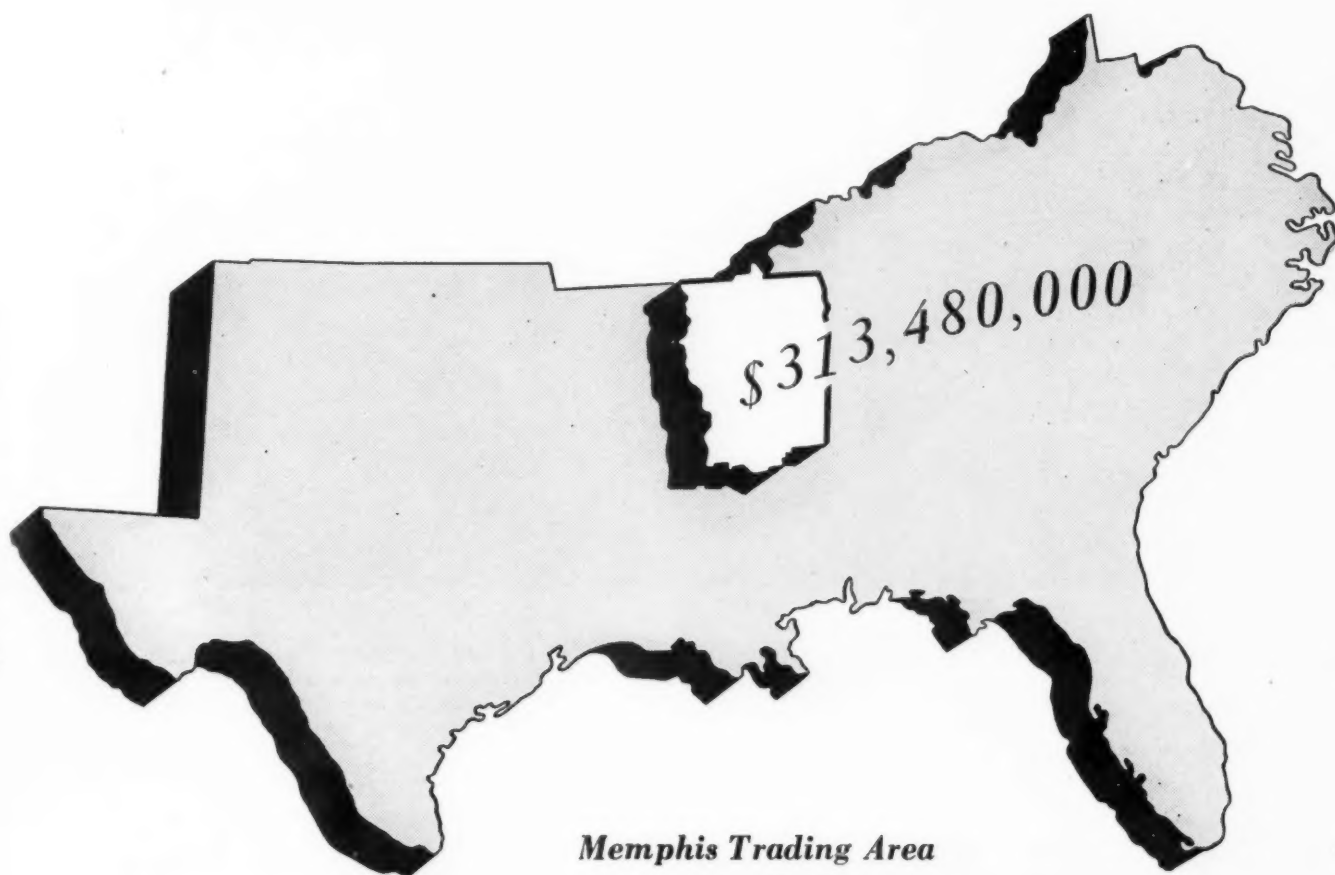


FAMILY IDENTIFICATION is marked in the re-designed packages for the line of Century Ribbon Mills blanket bindings. All sides of the new cartons are used for descriptions and instructions. Designed by Koodin-Lapow, made by Robert Gair Co. Inc.



GREATER LEGIBILITY IN IDENTIFICATION LEGEND is achieved in the packages for General Motors automotive service replacement parts. The design for folding cartons and paper bags is printed with a one-color reverse plate using glossy black ink against a background of brilliant yellow.

FINEST FIGURES IN FOODS . . .

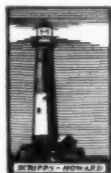


***Memphis Trading Area
Leads All Other Areas
In the 14 Southern States***

**ADVERTISING
POWER
TO REACH
BUYING POWER!**

Copyrighted information from Sales Management's November 10th issue and the wholesale grocery trading areas as defined by the U. S. Department of Commerce prove that the Memphis Trading Area exceeds all other trading areas in the fourteen Southern states in **TOTAL RETAIL FOOD STORE SALES** for the year of 1948.

The Commercial Appeal and Memphis Press-Scimitar, at an optional combination rate savings of 13c per line, offer the **MOST** complete coverage of the South's largest retail food sales area.



Scripps-Howard Newspapers

***MEMPHIS PRESS-SCIMITAR
THE COMMERCIAL APPEAL***

JANUARY 15, 1950



RECORDINGS FOR SMALL FRY: Fourth grade pupils record their reading exercises on a tape machine. Each student's voice is played back and commented on. It adds fun to classroom speech practice. These youngsters form a sizeable group of future consumers.

Why 600 Minnesota Schools Now Use Recorders as Teaching Aids

Based on an interview with **ROY J. GAVIN,**
Sales Manager for Sound Tape
Minnesota Mining & Manufacturing Co.

It's all the doing of Minnesota Mining & Manufacturing Co. The company's interest: a bigger market for tape. The program has been on a low-pressure basis, with 3M merely revealing some unexploited teaching opportunities.

The public school system of Minnesota is the testing ground for a sales and promotional venture through which Minnesota Mining and Manufacturing Co. seeks to establish its recording and broadcasting tape as a teaching essential throughout the country.

The campaign is less than a year old but practically all of Minnesota's 600-odd high schools and many ele-

mentary schools are equipped to use Scotch Sound Recording Tape in studying dramatics, learning music from the masters, and listening to educational broadcasts on hundreds of subjects at the convenience of teachers.

Before the Minnesota experiment is finished 3M will have figures showing the merchandising cost and the potential market in all other states.

Even at this early date the experiment has demonstrated forcibly one thing: the value of the 3M policy of having its salesmen work closely with the ultimate consumer without taking profits or business from the distributor in the field.

While recording and broadcasting through use of magnetic tape was still in its swaddling clothes, 3M research engineers were intrigued with the possibilities the tape offered in the educational field. The tape was so simple to use that any teacher who could run a radio could make recordings or broadcast from tape cut from a master tape. The cost could be kept so low that even schools in poorer districts could afford playing and recording machines and the tape. The tape could be used over and over or a

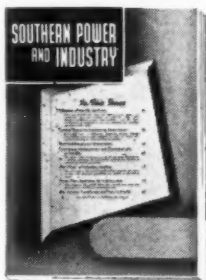
1950 can be your best year in the expanding South and Southwest



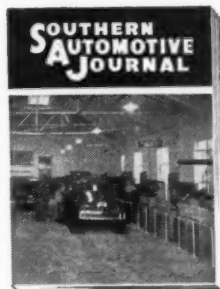
As a source for wider product distribution and high sales volume the South and Southwest continues to be the nation's best market. During 1949, nearly half of the total U.S. electric appliance sales were made in these states. Of all new U.S. urban dwelling units in 1949, more than one-third were built in the South and Southwest.

In automotive registrations, industrial production, electrical output, this market substantially leads the rest of the country in rate of increase. The entire 19-state area is in the midst of a vast farm mechanization program.

Concentration of your advertising effort on this rapidly expanding market will yield unusual returns. In their respective fields, as described below, the Smith Publications are your most effective media. Read of the service they offer you.



OPENS THE DOOR FOR YOU in more than 10,000 industrial, utility and large service plants throughout the South and Southwest. Covers the 19-state region's heavy industrial concentrations thoroughly; is the only publication which gives you adequate coverage of this market's thousands of worthwhile plants which are located "off the beaten track." 90.9% of SPI's circulation goes to operating executives and engineers.

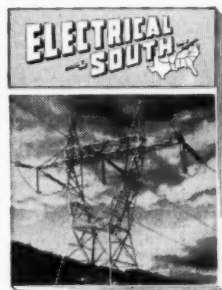


CARRIES YOUR SALES STORY into the shops, showrooms and offices of the automotive market that's doing one-third the nation's total volume. More than 12 million registered vehicles in 19 Southern and Southwestern states—an 8-year percentage gain approximately 50% greater than for the rest of the U.S. SAJ circulation, 26,156 ABC net paid monthly. Covers distributors, jobbers, dealers, the leading garages, service stations and fleets.

GIVES YOU ALL 4 divisions of the Southern hardware trade—wholesalers, big city retailers, small town retailers, combination hardware-farm implement stores. Circulation exceeds 11,000; carries your story to hundreds of outlets you would otherwise miss. SH "Farm Equipment Section" reaches practically every implement dealer in the Southern and Southwestern states. This market's farm income last year over \$9 billion—nearly 4-times pre-war figure.



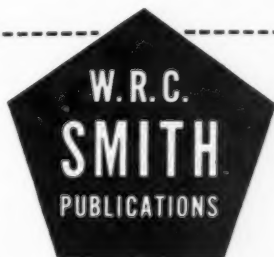
2 MILLION ADDITIONAL wired homes added to Electrical South's big market in past 4 years. Circulation 12,000 monthly covering all branches of the electrical industry and retail trade—dealers, jobbers, utilities, REA co-ops, contractor dealers—plus 3,000 directed distribution of the ES "Appliance Section" to department and furniture stores. Appliance sales in the South and Southwest expected to reach almost 50% of the U.S. total again in 1950.



MOST ACTIVE BUILDING MARKET in the U.S.—more than one-third total number dwelling units built in the nation last year were in the South and Southwest. With 10,000 copies monthly, SBS carries your story to 9,192 retail and wholesale lumber and building supply dealers in 3,685 cities and towns throughout the market. SBS dealer circulation greater than dealer circulations of all other Southern building supply papers combined.



NATIONAL IN SCOPE, Textile Industries covers all branches of the nation's huge textile manufacturing market—cotton, woolen and worsted, synthetics and silk, knitting, dyeing and finishing. TI has the largest mill circulation in the U.S. of any textile publication. Geographically, TI coverage is balanced in relation to mill activity and mill purchases. It is your most effective medium for selling America's second largest industrial market.



We invite your request for detailed data on any or all of the markets covered by the Smith Publications. Write or wire.
806 PEACHTREE STREET, N. E., ATLANTA 5, GEORGIA

recording could be "erased" and the tape used on a new program.

About this time along came Richard C. Brower, audio-visual-radio director for the Minnesota Department of Education, and Betty T. Girling of the Minnesota School of the Air, broadcasting through KUOM, the University of Minnesota radio station.

Teaching Via Radio

Mr. Brower and Miss Girling had tried for some time to work out a program through which radio could be fully utilized in teaching, particularly in schools where the teacher level is not the highest. They believed recording tape might be the answer.

After checking over the ways the tape could be used, the Education Department tried to get financial assistance through the state legislature. When that failed, 3M suggested a "State Tape Research Foundation" through which tape use for educational purposes could be tested on a state-wide basis. The program as finally agreed upon works like this:

A library of master tapes, covering everything from proper care of the teeth to the growth of the Roman Re-

public, is built up by the Minnesota Education Department from programs over KUOM and from other sources.

Individual schools purchase their own recording and playing machines, which 3M does not manufacture, and rolls of recording tape, not necessarily from 3M distributors.

The teacher finds a subject in which she is interested, in a state catalog of tapes for teaching. She sends her tape to the Education Department. It is returned in a few days, bearing the program transcribed from the master tape.

The lesson is available for use by the teacher at a time convenient to her and the class.

Tape and recording instruments can be used in any of a dozen ways in teaching English or dramatics. School plays are recorded and errors studied. Great plays are "lifted" from radio broadcasts and dissected in the classroom. Bandmasters have the music they want readily available. The tape is invaluable on playgrounds.

As the experiment got under way, 3M found it had some knotty little problems on its hands. Some of them involved fine points of diplomacy.

Minnesota regulations are strict about the manner in which state departments and the University of Minnesota can accept assistance from private sources, and the degree to which the assistance can be recognized. (It is no secret, however, that Minnesota Mining & Manufacturing Co. donated to the experiment the services of electrical and audio engineers and thousands of dollars of equipment. The "Tape Research Foundation" the educators prefer to talk about is 3M.)

No Names Mentioned

The field engineer who was assigned by 3M to service the school field had his troubles. For instance, he could go into a school and explain the benefits of teaching through the use of magnetic tape, but he was prohibited by the company from mentioning the company's name. The company knows, of course, that tape would be needed, and it depends on its sustained merchandising efforts to get at least its share of the business.

When the field engineer takes an order for tape at a school he delivers the order to the distributor designated by the school. He uses the order as a

HEARS HIMSELF AS OTHERS HEAR HIM: This 11-year-old youngster sees in the mirror how he tends to substitute the "th" sound for the "s" sound. At the same time he hears the playback of the incorrect sound emphasizing his mistake.

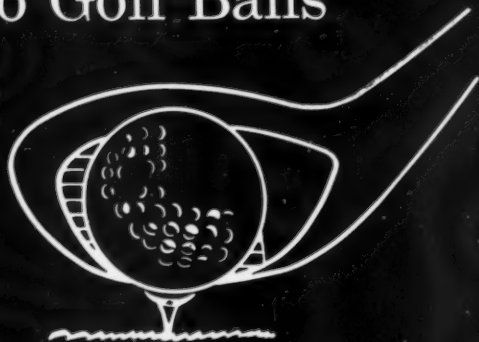
PRACTICE FOR THE PLAYBACK: Students record their radio plays, listen to the playback and correct errors. Later, recorded shows are played over the air.



From Generators



To Golf Balls



OXFORD PAPERS

HELP BUILD SALES

WHETHER YOU produce or use printed aids to build sales for industrial machinery, sporting goods or any other product, Oxford Papers can help you get better results from instruction manuals, brochures, labels, advertising inserts and direct mail. This is because we have concentrated our production for fifty years on papers for the printing and converting industries.

"We've made a business of keeping in close touch with the changing requirements of both producers and users of fine printing. As a result, we have developed a range of coated and uncoated papers that make a real contribution in increasing the effectiveness of the finished job. Whatever your needs, you'll find an Oxford Paper that's the right choice to help build sales for your business.

Your Oxford Paper Merchant Is a Good Man to Know

Your Oxford Paper Merchant makes Oxford service a personal service. Because he's not only a prompt source of supply, but takes a friendly interest in helping you make the most of your paper purchases. Get in touch with him today for a copy of the helpful *Oxford Paper Selector Chart*—or write direct to us.



OXFORD PAPER COMPANY

230 Park Avenue, New York 17, N. Y.

OXFORD MIAMI PAPER COMPANY

35 East Wacker Drive, Chicago 1, Ill.

MILLS AT RUMFORD, MAINE AND WEST CARROLLTON, OHIO

Nation-wide Service Through Oxford Paper Merchants

| | |
|--------------------------------|------------------------------------|
| Albany, N. Y. | W. H. Smith Paper Corp. |
| Atlanta, Ga. | Wyant & Sons Paper Co. |
| Augusta, Maine | Carter, Rice & Co. Corp. |
| Baltimore, Md. | The Mudge Paper Co. |
| Bethlehem, Pa. | Wilcox-Walter-Furlong Paper Co. |
| Boise, Idaho | Blake, Moffitt & Towne |
| Boston, Mass. | Carter, Rice & Co. Corp. |
| Buffalo, N. Y. | Franklin-Cowan Paper Co. |
| Charlotte, N. C. | Caskie Paper Co., Inc. |
| | The Charlotte Paper Co. |
| Chattanooga, Tenn. | Bond-Sanders Paper Co. |
| Chicago, Ill. | Birmingham & Prosser Co. |
| | Bradner, Smith & Co. |
| | The Whitaker Paper Co. |
| Cincinnati, Ohio | The Johnston Paper Co. |
| | The Whitaker Paper Co. |
| Cleveland, Ohio | The Cleveland Paper Co. |
| Columbus, Ohio | Scioto Paper Co. |
| Dayton, Ohio | Cincinnati Cordage Co. |
| | The Whitaker Paper Co. |
| Des Moines, Iowa | Birmingham & Prosser Co. |
| Detroit, Mich. | Chope Stevens Paper Co. |
| Fresno, Calif. | Blake, Moffitt & Towne |
| Hartford, Conn. | Green & Low Paper Co., Inc. |
| Indianapolis, Ind. | MacCollum Paper Co. |
| Jacksonville, Fla. | Jacksonville Paper Co. |
| Kalamazoo, Mich. | Birmingham & Prosser Co. |
| Kansas City, Mo. | Birmingham & Prosser Co. |
| Knoxville, Tenn. | Louisville Paper Co. |
| Lincoln, Neb. | Western Newspaper Union |
| Little Rock, Ark. | Roach Paper Co. |
| Long Beach, Calif. | Blake, Moffitt & Towne |
| Los Angeles, Calif. | Blake, Moffitt & Towne |
| Louisville, Ky. | Louisville Paper Co. |
| Lynchburg, Va. | Caskie Paper Co., Inc. |
| Manchester, N. H. | C. H. Robinson Co. |
| Memphis, Tenn. | Louisville Paper Co. |
| Miami, Fla. | Everglades Paper Co. |
| Milwaukee, Wis. | Allman-Christiansen Paper Co. |
| | Sensenbrenner Paper Co. |
| Minneapolis, Minn. | Wilcox-Mosher-Leffholm Co. |
| Nashville, Tenn. | Bond-Sanders Paper Co. |
| Newark, N. J. | Bulkley, Dunton & Co., Inc. |
| New Haven, Conn. | Bulkley, Dunton & Co., Inc. |
| New York, N. Y. | Baldwin Paper Co., Inc. |
| | Bulkley, Dunton & Co., Inc. |
| | Green & Low Paper Co., Inc. |
| | Miller & Wright Paper Co. |
| | The Whitaker Paper Co. |
| Oakland, Calif. | Blake, Moffitt & Towne |
| Omaha, Neb. | Western Paper Co. |
| Philadelphia, Pa. | Atlantic Paper Co. |
| | Wilcox-Walter-Furlong Paper Co. |
| Phoenix, Ariz. | Blake, Moffitt & Towne |
| Pittsburgh, Pa. | General Paper Corp. |
| Portland, Maine | C. H. Robinson Co. |
| Portland, Ore. | Blake, Moffitt & Towne |
| Providence, R. I. | Carter, Rice & Co. Corp. |
| Richmond, Va. | Cauthorne Paper Co. |
| Rochester, N. Y. | Genesee Valley Paper Co. |
| Sacramento, Calif. | Blake, Moffitt & Towne |
| St. Louis, Mo. | Shaughnessy-Kniep-Hawe Paper Co. |
| | Tobey Fine Papers, Inc. |
| St. Paul, Minn. | Inter-City Paper Co. |
| San Bernardino, Calif. | Blake, Moffitt & Towne |
| Salt Lake City, Utah | Western Newspaper Union |
| San Diego, Calif. | Blake, Moffitt & Towne |
| San Francisco, Calif. | Blake, Moffitt & Towne |
| San Jose, Calif. | Blake, Moffitt & Towne |
| Seattle, Wash. | Blake, Moffitt & Towne |
| Sioux City, Iowa | Western Newspaper Union |
| Spokane, Wash. | Blake, Moffitt & Towne |
| Springfield, Mass. | Bulkley, Dunton & Co., Inc. |
| | (Div. of Carter, Rice & Co. Corp.) |
| | Mill Brand Papers, Inc. |
| Stockton, Calif. | Blake, Moffitt & Towne |
| Tacoma, Wash. | Blake, Moffitt & Towne |
| Tampa, Fla. | Tampa Paper Co. |
| Toledo, Ohio | Paper Merchants, Inc. |
| Tucson, Ariz. | Blake, Moffitt & Towne |
| Washington, D. C. | The Mudge Paper Co. |
| Worcester, Mass. | C. A. Esty Paper Co. |
| | (Div. of Carter, Rice & Co. Corp.) |

means of leading the distributor to greater sales efforts.

Occasionally, a distributor protests that he does not want customers in his area "solicited" by 3M representatives. The misunderstandings are cleared up when sales orders are delivered to distributors and they see how the business-creation program of 3M is working to their advantage.

Some large users of tape have insisted on dealing directly with 3M. In such cases, the field representative points out the advantages of the consumer dealing directly with a close source of supply, the local distribu-

tor. The field representative, in taking an order, always quotes a price no lower than that of the distributor. That supports the basic 3M policy of refusing to take business away from a distributor, while working as closely as possible with the ultimate consumer. The company believes the local distributor, in the long run, does the best job of servicing the community.

The field engineer is required to play no favorites when he demonstrates various recording machines. He carries as many as a half-dozen. For the most part, however, selection

of a machine is governed by facilities of the school: a large machine for a sizable school that wants to specialize in fancy and almost professional work, and a small inexpensive model for schools operating on a less pretentious basis.

For many smaller schools, field engineers have found it best to recommend machines which have one dial and which sell for around \$160. That, however, is up to the school. The salesman establishes the need for the machine, then steps out of the sales picture.

That 3M has helped pyramid sales for manufacturers of tape machines, is indicated by trade figures as of September, 1949, which showed a dollar volume at distributor level of \$59,165 for the disc type, \$106,420 for the tape type, and \$67,875 for wire recorders. For the second quarter of the year, tape machines were out in front with sales of \$79,807, disc type, \$24,184, wire recorders, \$3,795.

All Companies Participate

While playing no favorites in the field in selection of recording machines, 3M has invited all manufacturers to use its facilities in electronics research to improve their products. They have suggested to manufacturers ways in which shortcomings have been determined by extensive use of the tape, and improvements have resulted.

The closeness with which 3M has worked with the schools in installation of the facilities has resulted in information not usually handed to a product manufacturer.

While it has been generally known that recorded programs are ideal in teaching foreign languages, tape makes it clear that English is somewhat ignored. The recording of the pupils' own voice makes his defects clear to him.

Tape recordings, made at the beginning and at the close of the school year, make it possible for the teacher to evaluate work. This is especially important in teaching sub-normal children. The teacher rarely is fully aware of the improvement because she compares the pupils with normal children.

3M has become increasingly aware that it is broadening school use of recording facilities, expanding them from the previous high school use of records to the secondary and elementary school use of tapes.

Sales of recording tape to schools represent only a part of the business, which got its real start in the United States during the war when war production agencies asked American

Quad-Cities

Rock Island, Moline, E. Moline, Ill.
Davenport, Ia.

Four Cities . . . One Market

Over 230,000* Population

(METROPOLITAN COUNTY)

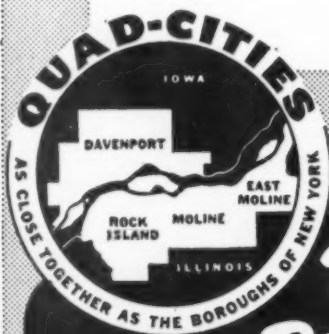
This large market has gained over 33,000 in population since the 1940 census — one of the fast growing markets in the Middlewest.

Family income tops \$5,650 per year.

Farm machinery manufacturing center of the world.

★ Nearly 60% of Quad-Cities' population live on the Illinois side and read the Argus-Dispatch newspapers . . . the only daily newspapers with solid coverage on the Illinois side.

*Sales Management Estimate as of Jan. 1, 1949



Moline Dispatch and Rock Island Argus

... the newspapers covering the Illinois side of the Quad-Cities

NATIONAL REP., THE ALLEN KLAPP CO., NEW YORK, CHICAGO, DETROIT

business whether it had anything to match the product of the Germans. Germany, after extensive research, had passed up wire recording and substituted tape for the older disc system. 3M already manufactured all ingredients for tape within the company, except for paper or plastic backing needed for the tape.

As the company went deeper into the field it became obvious that the home recording market eventually would become a big one. That would not mean elimination of records. It would mean that tape would replace much of the disc use after tape machines were made as efficient as those handling records.

The Ideal Medium

It was obvious from the first that because of the ease of handling and the inherent quality, tape was a cinch for professional use. Recording companies, radio networks and movie people in Hollywood subsequently justified that judgment. (In the recording of one broadcast, an announcer inadvertently put an "s" on the wrong word. Under previous procedure, the entire half hour program would have had to be re-cut. With the use of tape, it was possible to run through the tape while the players were still there, spot the error, edit out the "s" from the tape and send the players on their way without further change. In an expensive film production, it is possible to use the tape to check a shot within a few minutes to determine whether it is good or whether it has to be re-shot while the cast is still on hand.)

Another likely target in the field was the hobbyist or music lover who would buy equipment to do a quality job of recording. Today there is a sizable group in New York City, and other people throughout the country, who record their symphonic music from broadcasts and boast of the quality recording they produce through use of tape.

Record companies, of course, put their masters on tape because of the fidelity, ease of editing and splicing of numbers.

Sales increases in the movie, radio and entertainment fields have been steady during the last two years, but in the educational field sales have rocketed. 3M says the figures are conclusive enough at this early date to warrant publication. The company points out that the sales increase was not constant during the entire year, with likelihood that it reflects a summer slump in the radio industry and a seasonal letdown in school activity.

At the moment, 3M is testing re-

sults in its Minnesota experiment by running advertising (in December) in teachers' journals in nine states, explaining to teachers how to teach with use of magnetic tape. Advertisements include coupons which bring booklets showing preliminary findings of the success of tape in Minnesota schools. The booklets will be revised during January and subsequent months, to keep teachers posted on progress of the Minnesota program.

3M isn't interested, at least at this time, in helping to install programs in other states because the cost of equipment and technical skill comes high. However, it is convinced that should the Minnesota experiment prove that there is a sufficient market to justify the effort, the same results can be gained in the other 47 states through the use of advertising and sales aids.

At the moment, sales of recording tape represent a small percentage of the total business of 3M, but company officials believe the educational market will support itself when tape is in general use in schools throughout all states. Then, the business should amount to a good segment of the industrial field.

Customers of the Future

There is the proposition that youngsters who are learning English in schools today through the use of recording tape will be tomorrow's adults who will buy recording tape for their amusement.

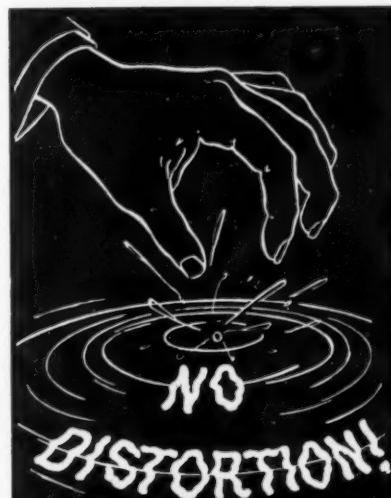
There is a practically untouched office dictation field to be utilized.

There is an ever-expanding church field in which tape is used to record services for shut-ins, for choir practice, and for young people's meetings.

Regardless of how all that comes out, 3M knows that Betty Girling, who arranged original tape cuttings for the Minnesota School of the Air, says there has been marked improvement in the musical diet of school children.

A hot demand early in 1949 on a tape recording of the music of Gene Autry has given way to one on Rachmaninoff. Fritz Kreisler is on tape for violin students. In a lesson on how a modern mental hospital operates, no less an actress than Helen Hayes turns on the dramatics, on tape.

3M knows that American business, asked originally to produce recording facilities equal to those of the Germans, has far surpassed anything the Germans had. The output has dwarfed that of Germany and speed of the machines has been reduced more than 50% with greater fidelity.



If you want to get an accurate reflection of the merits of a new campaign, test it first. And before you choose a testing area, ask yourself this vital question: Are market conditions representative and stable, so you can depend upon distortion-free results? Definitely yes . . . in Roanoke.

TEST FIRST IN ROANOKE AN IDEAL TEST MARKET

Because Roanoke is a self-contained, 17-county market of more than 450,000 diversified population.

Because the Roanoke newspapers completely dominate the market, with virtually no competition from outside newspapers.

Because Roanoke is isolated by natural mountain barriers against the selling pressure of other markets.

The basic ingredients for an accurate test market explained and illustrated in this interesting, informative booklet. Write for your complimentary copy of "MARKET TESTistics" to

Sawyer, Ferguson, Walker Co., 60 East 42nd St., N. Y. 17.



ROANOKE
TIMES AND WORLD-NEWS
ROANOKE VIRGINIA
SAWYER • FERGUSON • WALKER CO.
National Representatives

*Anyone Can
Be a Salesman
with a . . .*



DISPLAYMASTER the Ring Binder that STANDS, SITS or LIES FLAT

—to get your prospect's attention

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentations. Sets up and takes down in a flash; no fussing with gadgets.

**SEND FOR FREE
FOLDER**

Sales Tools, Inc.
1222 West Madison St.
(Dept. SM)
CHICAGO 7, ILL.

EXECUTIVES—\$6,000 UP

Contemplating a change?

Your personal requirements met through our flexible procedures, affording full protection of your present position. Our highly regarded organization, now in its 10th year, has the know-how and the nation-wide contacts to negotiate successfully for you. Details mailed under confidential cover, without obligation. Write Div. A2.

Jepson
EXECUTIVE SERVICE
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LETTER GADGETS keep those letters out of the waste basket and pay for themselves many times. These are attention-getters which triple the pulling power of letters or circulars when properly used. Send \$1.00 for catalogue, 50 samples and copy suggestions for their use.

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Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

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184—How to Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

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172—Are Your Salesmen Equipped to Prove Quality? by Burton Bigelow. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

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When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?," by Alexander Klein and Morris I. Pickus. (Price 5c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Adventure With Aunt Jemima (An answer to the question, "What can we do

SALES MANAGEMENT

at the dealer level to make our national advertising more effective?)—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

"Adventure with a Baby Carriage," the second of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

"Adventure with Sunkist," the third of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

13 Commandments for The Successful Conference Leader, by James F. Bender. (Price 10c)

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A Study of Auto Purchases, by Income Groups, by Dr. Hans Zeisel. (Price 10c)

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Advertising Once Stopped, Gathers Momentum Slowly. (Pictograph) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Television Today: What Part of the National Market Can It Offer the Sales Executive? (Price 15c)

The Fourth Dimension in Business, by Ray Bill, Publisher, SALES MANAGEMENT. (Price 10c)

An Appraisal of Sales Opportunities in the Los Angeles Market, by Hal Stebbins and Frank McKibbin. (Price 10c)

To Charge or Not to Charge For Sales Promotion Materials? (Price 10c)

Today's Farm Market: It's Big, It's Rich, and It's Undersold, by Erwin H. Klaus. (Price 15c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

A Trillion to Go! by Peter B. B. Andrews. (Price 10c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.

JANUARY 15, 1950

"The client suggested minor revisions"



You can always count on revisions or delays—whether you're a printer, agency man, or electrotypist. And that's where Air Express pays off. Regular use of this super-speedy service gives you *more time* to do the job—actually can save you overtime.

Remember, Air Express is the *world's fastest* way to ship or receive. Goes on every Scheduled Airline flight. And it's more convenient, too. Special door-to-door service is included in the low rates. Make Air Express your routine shipping method—it pays.

Only Air Express gives you all these advantages

World's fastest shipping service.

Special door-to-door service at no extra cost.

One-carrier responsibility all the way.

1150 cities served direct by air; air-rail to 22,000 off-airline offices.

Experienced Air Express has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)



Rates include pick-up and delivery door to door in all principal towns and cities

A service of
Railway Express Agency and the
SCHEDULED AIRLINES of the U.S.



Union Members: Can They Be Sold As A Specialized Group Of Prospects?

BY JEROME SHOENFELD

Washington Editor, Sales Management

More than a few firms are now advertising in the union press, but not all of the papers accept advertising. Much more potent, at the moment, is the pressure exerted through labeling to induce union men to buy union-made goods.

Over the generations, labor union oratory and literature have accumulated a great, varied stock of phrases such as "starvation wage" and "exploitation," which die hard. In some union publications there still linger cartoons of pot-bellied ogres in cut-aways, (the Bosses), stamping on shirt-sleeved martyrs (the Workers), as they carry bags labeled "No Limit Profits \$." Unions get into newspapers when there are strikes and leaders bitterly complain that their followers are impoverished. The picture will not send salesmen hurrying.

But the picture has staled. Wage increases since the war have started on their fourth round. Employment has been high. A fresher, more accurate point-of-view is expressed by one of the few, perhaps the only, ad-

vertising agency specializing in union publications. Alexander Smith, managing director of Trade Union Advertising, New York City, opens his form letter to prospective advertisers in this way:

"The wage earner market, long overlooked by many advertisers, is now being discovered to be the largest and richest market in America—and most responsive to advertising in labor publications. The 16 million union members have an income of \$47 billion annually. They average over \$4 a week more than the unorganized worker, according to the Bureau of Labor statistics. . . ."

The letter, according to experts in Labor and other Government departments, is anything but over-statement. Membership may be less than 16 mil-

lion, but with all the organizing which has been going on for 15 years, probably not much less. Average income of union labor may exceed that of the unorganized, mostly white-collar, by more than \$4 a week. There are steel workers, machinists, bricklayers, who on payday often take home more than \$100.

With so much money around, almost any sales manager for any consumer product should be interested. But the more his interest sharpens, the more his vision blurs. The territory is unexplored. In contrast with commercial media, the union press offers no booklets compactly and gloriously describing their circulations, no printed testimonials by satisfied advertisers.

A sales manager will ask whether he can't take it for granted that trade union members are the same as everybody else, a fully representative cross-section of the urban population, whom he reaches by general promotion. That may be.

Union publications which take advertising — many don't — claim high union consciousness. Is that the case? Suppose you agreed. What would you advertise to union members, beyond food, clothing and minor conveniences all human beings need? Do union members join the Book-of-the-Month Club and buy the Encyclopedia Britannica?

Which Union Media?

There is another point for a sales manager who wants to place advertising in union publications. The American Association of Railroads once considered placing its institutional advertising with union papers, as it now does with farm papers. But an advertisement with the Grange of one state invariably draws high powered sales letters from other Granges. So how should you select union media?

It may be said at the outset that no answers to these questions will be set forth here. Lack of agreed-upon answers is precisely what is meant



RICHARD PRENTICE ETTINGER, PRESIDENT, PRENTICE-HALL, INC.,

invites you to accept

for **FREE** inspection—a copy of:

a remarkable story of sales achievement

"HOW I RAISED MYSELF FROM FAILURE TO SUCCESS IN SELLING"

by Frank Bettger



"Accept this volume for five days' reading, without cost or obligation. Of all books on salesmanship, this is the most remarkable one I've read in all my years of business experience. It is sales-making dynamite!"—Richard Prentice Ettinger.

Eddie Rickenbacker, President, Eastern Air Lines, says: "It has stimulated our entire sales force. I have never seen anything that has caused more enthusiastic comment from our entire sales organization."

★ ★ ★

Zenn Kaufman, Merchandising Director, Philip Morris & Co. Ltd., says: "A swell job . . . should be helpful to anyone who is interested in selling—and that covers most of us."

★ ★ ★

George R. Wallace, President, Fitchburg Paper Company, says: "If I couldn't get another copy I wouldn't give mine up for thousands of dollars. I don't know of anything I could have used with our salesmen that could have done more for their development and success in sales."

★ ★ ★

Robert Stone, Vice President, National Research Bureau, says: "One of the best books ever written on selling. Send me another copy right away—I want to give it to a friend. This book should triple his income in three months."

★ ★ ★

Dale Carnegie says: "I would gladly have walked from Chicago to New York to get a copy of this book, if it had been available when I started out to sell."

"I met Frank Bettger when he was 29 years of age, trying to sell life insurance, and was a total failure as a salesman. Yet during the next twelve years, he made enough money to purchase a \$70,000 country estate, and could have retired at forty! I know. I saw it happen. I saw him rise from a total failure to one of the most successful and highest paid salesmen in America."

★ ★ ★

You have never seen a book like this before! It is Frank Bettger's personal story of how he rose from penniless failure to become one of the highest paid salesmen in America today. He tells how any salesman can double or treble his income—turn disappointments into triumphs—close a greater percentage of sales—make more sales calls each day. He gives precise directions on how to *multiply your earning power* with the down-to-earth ideas and practical sales techniques he discovered. Take a look at these first-time-in-print topics:

How One Idea Multiplied My Income and Happiness

This Idea Put Me Back Into Selling After I Had Quit

One Thing I Did That Helped Me Destroy the Biggest Enemy I Ever Had to Face

The Only Way I Could Get Myself Organized

The Biggest Lesson I Ever Learned About Creating Confidence

How to Get Kicked Out!

I Became More Welcome Everywhere When I Did This

The Biggest Reason Why Salesmen Lose Business

A \$250,000 Sale in 15 Minutes

This Interview Taught Me How to Overcome My Fear of Approaching Big Men

How I Learned to Find the Most Important Reason Why A Man Should Buy

The Most Important Word I Have Found in Selling

How I Found the Hidden Objection

The Secret of Making Appointments

How to Let the Customer Help You

Make the Sale

Seven Rules I Use in Closing the Sale

An Amazing Closing Technique I Learned From A Master Salesman

**SEND NO MONEY —
READ IT 5 DAYS FREE**

It costs you nothing to see for yourself how this remarkable book can help you. Simply mail the coupon below to get your free-examination copy. Keep the book for 5 days. Then, either return it without obligation, or remit the purchase price of \$3.95. Either way—whether you keep the book or return it—Frank Bettger's ideas and sales-making discoveries will give you an exciting experience that may revolutionize your entire life. Send the coupon below to get your copy now.

FREE EXAMINATION COUPON
Fill in and Mail Today

Prentice-Hall, Inc., Dept. M-SM-150
70 Fifth Avenue, New York 11, N. Y.

Without obligation, please send me for 5 DAYS' FREE EXAMINATION, a copy of "How I Raised Myself From Failure to Success in Selling," by Frank Bettger. At the end of five days, I will either remit \$3.95 plus a few cents postage, in full payment, or I will send the book back to you and owe nothing.

Name
Firm
Address
City Zone State

**SPOT
RADIO**

sells the millions that buy

ASK
REPRESENTING
YOUR
LEADING
JOHN
RADIO
BLAIR
STATIONS
MAN

**JOHN
BLAIR
& COMPANY**

Offices in: Chicago, New York
Detroit, St. Louis, Los Angeles
San Francisco

**Are you getting
all you want of the
\$250,000,000
(ANNUAL BUYING)
GOLF MARKET?**

Get full facts from
GOLFDOM
JOURNAL OF THE WHOLE BUSINESS
GOLFing
NATIONAL PLAYERS'
MAGAZINE
Chicago 5

NEW YORK • ALBRO C. GAYLOR
WEST COAST • ROY M. McDONALD CO

**POINT OF SALE
ADVERTISING**

Colorful - Self Adhesive - Cellophane, processed
in Rolls. Easy to buy - Easy to apply - used for
Packaging - Point of Sale Advertising - Dealer
Instructions - Distributor literature imprints.

TOPFLIGHT TAPE CO. YORK, PA.

by saying that a market is "unexplored."

What companies are placing advertising in union publications? Seagram Distillers Corp. has a monthly program using full pages in national publications and 336-line copy in regional publications. There is no special appeal to unionism. A coupon offer of a free ring chain, appearing in two California papers, drew high responses. The Coca-Cola Co. advertises regularly in union papers with no effort to measure the results. There is a substantial amount of lower-price clothing advertising by Bond Clothes, Sears, Roebuck, and of course, makers of work clothing, who usually feature union-made goods for union members.

For lower-price products, there is some testimony of results. A. C. Allegri, Jr., secretary-treasurer of Mobile Beverage Co., Mobile, Ala., distributors of Pabst Blue Ribbon Beer and Malt, wrote to the editor of the *Mobile Labor Journal*:

Testimonial:

"Since these advertisements started we have had an increase in our sales of beer in One-Way Glass Bottles and this increase is gaining steadily. . . ." "One-Way Glass Bottles," incidentally, were promoted with apparent success through a joint campaign by bottle makers and their unionized employees.

Brown & Williamson Tobacco Corp. long ago featured the label on Raleigh cigarettes and so advertised in union publications under such headings as "Are You Unfair to the Union Label?" Results have been good. At meetings of union locals, the chairman sometimes asks members to take from their pockets and hold aloft their cigarettes. Raleighs are voted clear majorities. While this cigarette probably is not the favorite of union members, the company enjoys a higher share of the union than of the total market.

For cigarettes, hard and soft drinks, work clothing and equipment there is some favorable experience. There is practically no experience at all for products and services ordinarily promoted in media slanted to the well-to-do. Kaiser-Frazer Corp. recently started to use the union press.

You will note that there is no connection here between the fact that the car is manufactured by union members and the fact that the advertisements are placed in a trade union newspaper. It is the specific market we are testing.

The Stock Exchange firm, Merrill Lynch, Pierce, Fenner & Beane,

one of the few brokerage houses that looks instead of just waiting for business, placed a test series of five 140- to 300-line advertisements in union publications in Cincinnati, Detroit, and Indianapolis. Here was a case of no result. Louis Engle, advertising manager, states: "We didn't make any detailed market survey because results of that campaign constituted the whole payoff as far as I was concerned. . . . Advertisements brought no results to speak of, so I'm not advertising any more. First advertisement was a special. All others have been run in regular daily papers."

The special advertisement, as a matter of fact, was rather preachy: an explanation of what makes "the system tick" in a patronizingly homey style which almost mimicked a wealthy but democratic financier self-consciously chatting with the garage mechanic. Regular advertisements, on the other hand, were straight and pretty good sales copy.

Experience of companies has been too limited and sporadic to be conclusive. Sometimes the union press has been a profitable medium; in at least one case, a trial series brought results more meager than inspiring.

Herbert Little, information director of the Labor Department, states that the Department receives 800 labor papers, with circulations estimated to top 20 million: some unionists, that is, get more than one. Around 150 are organs of AFL or CIO internationals; the rest of them represent locals and regional union organizations. Usually, the internationals' publications are the most competently edited. They refuse advertising which, on the other hand, is accepted, sometimes eagerly sought, by local papers.

A Wide Choice

If you skim through union papers, your chief impression will be one of almost chaotic variety. Many are just dull: details of wage negotiations, minutes of meetings, letters complaining about the dullness. The United Mine Workers organ, without advertising, is mostly violent invective. Periodicals of clothing workers compare favorably with newsstand magazines; so do several others.

Within a given paper there are curious contrasts. Letters to the editor and the tone of the paper itself will indicate a highly literate audience. The advertisements will be strictly comic-book: atomic gadgets, practical jokes for parties, sure cures.

Labor editors are surprisingly diffident when you ask them whether their publications are read. No pam-



COLORADO FAMILIES **BUY MORE**

... and **THE DENVER POST** *sells them*
with the **ECONOMY** of **SINGLE MEDIUM COVERAGE**

AMONG THE 48 STATES

Colorado—with \$1,423,000,000 Retail Sales—ranks:

- 1st** in General Merchandise Sales Per Family
- 3rd** in Total Retail Sales Per Family
- 6th** in Drug Sales Per Family
- 8th** in Furniture, Household, and Radio Sales Per Family
- 14th** in Food Sales Per Family

THE DENVER POST GIVES YOU

Through Its Sunday Roto, Comic, and Magazine Sections:

- 99%** Coverage of Metropolitan Denver
- 93%** Coverage of Retail Trading Zone
- 71%** Coverage of Entire State of Colorado
- 392,031** Total Circulation

SOURCES

SALES DATA: Survey of Buying Power
May 10, 1949
CIRCULATION: A.B.C. Publisher's Statement
September 30, 1949



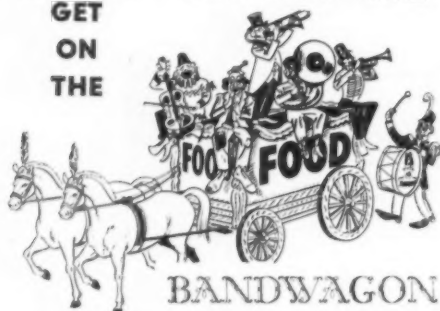
THE DENVER POST

The Voice of the Rocky Mountain Empire
PALMER HOYT, EDITOR AND PUBLISHER

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

NEW JERSEY'S FOURTH LARGEST MARKET

GET
ON
THE



BANDWAGON

**BAYONNE FOOD STORES
CANNOT BE SOLD . . .
. . . FROM THE OUTSIDE**

FOOD ADVERTISERS NOTE: Bayonne residents spend 33c out of every dollar for food. This is 9c more than the national average . . . Don't miss this important market, advertise in THE BAYONNE TIMES.

Source—Sales Management.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

A-a-a-h!

For real comfort

Lennox Mayfair
HOTEL HOTEL
ST. LOUIS 1, MO.

- Radio in every room
- Noiseproofed throughout
- Finest foods
- Garage facilities

Rates from \$3.50 Teletype: SL-139

GENUINE 8x10 GLOSSY PHOTOS
DELIVERED NEXT DAY!

5¢ EACH

In 5,000 Lots \$1.79
In 1,000 Lots \$1.99 per 100

Postcards \$23 per 1000: Mounted Enlargements (30x40) \$3.85
Made from your negative or photo.
NO NEGATIVE CHARGE—NO EXTRAS
Unsurpassed in quality at any price.
Made under supervision of famous James J. Kriegsmann
ANY PRODUCT PHOTOGRAPHED, 'S

COPY ART
Photographers
PLaza 7-0233
165 West 46th St.
New York 19, N.Y.

WE DELIVER WHAT WE ADVERTISE

PLANNED YOUR CONVENTION YET?

HOTEL del CORONADO, Coronado Beach, Calif. (across bay from San Diego) offers ideal resort hotel convention facilities for groups to 1200. Ocean front, marvelous food, spacious theatre, meeting, conference, assembly rooms. Banquet and ball room for 1500. All sports on grounds. Tijuana, Mexico. Only 15 minutes. Races, Jai Alai. Write for Folder C. Harry S. Ward, Managing Director.

phlets are brought forth in proof. There have been no test surveys, perhaps because advertising solicitation failed to insure them.

When sales managers interest themselves in the union market, they will no doubt try to break down the refusal to take their advertisements. In time and bit by bit they may be successful. It won't be right away. The prejudice is pretty deep, particularly in CIO. Partly, it seems to stem from the old Marxist tradition of class struggle, the doctrine that labor should shun cooperation with capitalists. More directly, it is based on fear—and experience—that advertising creates a Business Office which tries to influence news and editorial policy. One editor said that he had taken advertisements for a while; then came indignant letters asking why he accepted the tainted money of this or that company that paid such-and-such wage rates and always tried to smuggle scabs onto the payroll. Also, some AFL locals had bad experiences in hiring outside solicitors who would ominously say to their prospects, "You have a contract coming due next month, don't you? I'd place an advertisement." One editor said bluntly that advertisements wouldn't pay: "We have a circulation of 700,000. We'd have to get near to \$2,000 a page to break even. I'm not sure we're worth that."

Exploitation of products by union label and of services by union badges has a long record of success—for some products. Overalls, work gloves, many building materials, countless tools, simply must bear the label.

End in Itself

Although the display of union labels originated in the attempt to create markets for union-made goods, it has to some extent for AFL become an end-in-itself. AFL's large Union Label Trades Department specifically promotes labels. At its 1949 annual convention, the Department chairman opened the proceedings thus: "I didn't take an oath to buy union-made goods. I took the oath to buy Union Label Goods. . . ." Many industries are virtually 100% organized; even so, buying habits of union members are directed primarily to labeled products. Promotion of labels is pushed mainly by AFL, which is rooted in the crafts rather than basic industry, but the labels are respected by CIO.

It is not to be supposed that the promotion of labels stops with the mere tagging of the product. AFL has organized Union Label Leagues in most industrial cities. They are

especially active in Seattle, St. Louis, Cleveland, and Milwaukee. There are Union Label Weeks. During the last one, Seattle buses carried the legend, "Buy Union Label." Store windows blossomed with union label displays. AFL publishes an annual Union Label Directory of companies.

Advertise the Label

Recently, the Amalgamated Clothing Workers, CIO, opened a drive to push the label sewn inside coat pockets of men's suits. It is taking advertisements in the trade union press. Its business agents try, often successfully, to persuade store buyers to eschew unlabeled suits. Riding along with the campaign, makers of lower-price men's clothing feature the label in union paper advertisements.

A sales manager may wonder what the purpose of all this can be. Practically the whole industry is organized and the label can scarcely give any concern an advantage over its competitors. The point is that ACW is organizing the South, from which few union-label suits have been shipped. It's doing a sales job for its own well-organized North.

Work of AFL's Union Label Trades Department tends to center around its great annual exhibit of union made goods. On recommendation of an employed AFL local, a manufacturer may exhibit whether he displays the label or not. The Department lets him in in the hope of persuading him to stamp his goods. A glance at the list of exhibitors will show that companies do not exhibit exclusively in order to sell their products. Some of the booths are taken by concerns selling industrial products which no mere consumer ever bought. Letters from companies bear this out; some are signed by personnel managers interested in good labor relations. However, there are letters from sales managers and exhibits of pens, soaps, foodstuffs, kitchen wares, not to mention automobiles slanted to sales prospects. Merchandising Arts, New York City, specializes in exhibits for AFL shows.

Union men generally agree that an appeal to only union sentiment could be successful for relatively low price products alone. Only a fanatic or a union official who, as a matter of policy, must make a show, considers union appeal when he is buying something the cost of which runs into three figures. But, that appeal might tip the balance.

Here's the final word of a union organizer on slanting sales talks to union men: "Somebody ought to try it."

Media and Agency News

NEWSPAPERS

New York World-Telegram and Sun Merge 700,000 Circulation

The 116-year old *New York Sun* published its five-star final on January 4. The night before, *The Sun* was sold to the *New York World-Telegram*, published by Scripps-Howard Newspapers. On Thursday, January 5, the merged paper became the *New York World-Telegram and The Sun*.

Circulation of the *World-Telegram* was nearly 400,000 and of the *Sun* about 300,000. Allowing for some duplication, the combined paper is expected to have about 650,000,



BUYER: Roy W. Howard



SELLER: Thomas W. Dewart, Jr.

which would rank it with Hearst's *New York Journal-American* as the largest evening newspaper in the country.

In 1949 the *Sun's* total advertising lineage was about 9,500,000, or 12% less than in 1948. The *World-Telegram's* 1949 lineage totaled 11,204,000, a decline of 6.9% from its total of 12,032,000 in 1948. The *Sun's* share of total lineage in all general New York City dailies fell from 10.3% in 1939 to 5.8% in 1949. The *World-Telegram* passed the *Sun* in advertising lineage for the first time two years ago.

Circulation of both the *World-Telegram* and the *Sun* has been virtually unchanged for more than 10 years. Meanwhile, the circulation of the *New York Post*, under the ownership of Dorothy Backer, moved up—partly due to acquisition of the *Bronx Home News*—from less than 200,000 to 375,000.

Principal reason for the sale, said Thomas W. Dewart, president and publisher of the *Sun*, was "mounting costs of production, unaccompanied

by commensurate increases in advertising revenues." He pointed out that in the last decade "the average advance in individual pay of the *Sun's* employes was 80.4 per cent, while newsprint rose from \$48 to \$100 a ton." The paper was sold to "protect the interest of our bondholders, most of whom are our employes."

Announcing the purchase, Roy W. Howard, editor and president of the *World-Telegram*, praised "the great integrity" of the *Sun*. He added that the *Sun's* plant, equipment and real estate will be retained by the *Sun* corporation. But "the most popular news and editorial features of the *Sun* will be added to those of the *World-Telegram*."

At the *Sun* on January 4, however, nearly all of the employes had been notified that their employment was to terminate that night. A *Sun* executive said, however, that no decision had been reached as to which people would move from the old gray six-story building at Chambers and Broadway to the relatively new *World-Telegram* building at Barclay and West streets. It was expected that some columnists and feature writers would be retained.

About 300 *Sun* employes had bought stock in the *Sun* corporation some two decades ago under the regime of the late Thomas W. Dewart Sr., after the paper's ownership was acquired from the Metropolitan

Museum of Art, to which it had been left in the will of Frank A. Munsey. These stockholders became bondholders. It is understood that the bonds will be redeemed at \$102, plus accrued interest, on February 3.

Edwin S. Friendly, vice-president and general manager of the *Sun*, is president of American Newspaper Publishers Association. George H. Bollwinkel for many years has been secretary and treasurer, and Keats Speed executive editor. Harold Goldman is advertising director.

The *Sun* was launched as New York's first penny newspaper, on September 3, 1833, by Benjamin H. Day, a young printer. In 1868 it was bought by Charles A. Dana, a leading member of that vigorous journalistic group which embraced Horace Greeley, Joseph Pulitzer and James Gordon Bennett.

Munsey bought the paper, then a morning daily, in 1916. He merged with the *Press*, and later acquired the *Herald*. When Munsey died in 1925 he left his residuary estate, including the *Sun*, to the Metropolitan Museum, from which his long associate, T. W. Dewart, acquired it.

The *World-Telegram* formerly was the *Telegram*, founded in 1867. Munsey bought it in 1924, and it was among his properties left to the Museum. In 1927, Dewart sold the *Telegram* to the Scripps-Howard Newspapers, which in 1931, bought the Pulitzer morning, evening and Sunday *Worlds*, and merged them with the *Telegram*.

The *Wall Street Journal* closed its 1949 media promotion program with an unusual full page advertise-



CITED: John Grant (center), classified advertising manager, receives for *The Washington Post* the American Legion's Distinguished Service Award for 1948-49 from Sylvan King (left), Legion housing committee chairman, and Charles K. Dunn (right), District Legion Commander. A classified ad was run daily and Sunday.

ment headed "Advertising Manager Says Trouble Caused By *Wall Street Journal* 'Pull'." The page appeared in the *New York Herald Tribune*, *The New York Times*, the *Cleveland Plain Dealer*, and the *Chicago Tribune* on December 28, as well as in *The Journal's* own New York City, San Francisco and Dallas, Tex., editions.

Presented as a solid page of "news" stories, the advertisement featured a number of testimonials as to the effectiveness of *The Journal's* pulling power. Theme for the page was set by a letter from Richard T. Brice,



KARL MOORE, former promotion manager, named to the position of director of Retail Division, Bureau of Advertising, ANPA.

advertising manager of Otis Elevator Co., who wrote:

"You have no idea how much trouble you have caused by selling me an experimental insertion in *The Wall Street Journal*." The letter went on to reveal that an Otis experimental advertisement in *The Journal* produced twice as many inquiries as in any of the other papers Otis had been using.

More than 1,629 full standard-sizes pages per month are devoted to news and editorial matter on food by 534 of the 1,878 United States and Canadian daily newspapers, according to the American Association of Newspaper Representatives. These figures are based on a survey conducted in cooperation with AANR by the Bureau of Advertising, American Newspaper Publishers Association.

The actual period covered in the survey was September, 1949. During that month 534 newspapers published 3,909,382 agate lines of food editorial material—an average of 7,321 lines, or more than three full pages, per newspaper. Newspapers included varied from metropolitan dailies to smalltown publications and boast a combined weekday circulation of 39,855,113 and a combined Sunday circulation of 31,435,860—representing

71.8% of the weekday circulation and 65% of the Sunday circulation of all daily newspapers in U.S. and Canada.

Assuming September constitutes an average month, the Survey would indicate, AANR declared, that the newspapers covered will have published during the entire year of 1949, a grand total of more than 46,900,000 lines of food editorial matter, the equivalent of more than 19,546 full standard-size newspaper pages.

Similarly, the average newspaper included in the study could be calculated to have published during the full year a total of 87,852 lines of editorial text and pictures on food, the equal of more than 36 full pages.

Full-color food pages, package identification in color, recipes, a cooking demonstration and dealer co-operation, are among the major items figuring in a new food advertising-merchandising idea just announced by *The* (Louisville, Ky.) *Courier-Journal*. The plan involves use of a two page spread in full color in *The Courier-Journal's* locally edited Sunday Magazine. One half of the spread will be devoted to a planned meal. On the opposite page will be recipes for each dish, written in editorial style and built around a reproduction in color of the participating advertisers' products. Seven such products will be used each week.

The practical presentation of these products is to be made at a weekly cooking school demonstration on the Monday following publication of each spread. At these meetings food advertisers may distribute samples to the audience and provide printed recipes for a recipe rack. They will be furnished with a list of women attending each week, as well as the list of entrants in a weekly recipe contest.

Easels containing the full-color pages will be set up in 150 key grocery outlets in the Louisville area. Dealers will be urged to take full advantage of the tie-in. A weekday advertisement in *The Courier-Journal* and *The Louisville Times* will call attention to the participating grocers and list the participating advertisers. The seven items featured weekly will be non-competitive.

The Courier-Journal has adopted the name, "Penny Baker's Kitchen," for the new feature. "Penny Baker" will be Martha Ellen Slayback, formerly food and household editor for *The Washington* (D. C.) *Post*.

Members of the newspaper's general advertising department and Branham Co., representatives, are now calling on food manufacturers and distributors. Further information

about the plan can be obtained from either of the newspapers or from the Branham Co.

Pearce Chauncey, for four years in charge of classified display advertising for the *New York Herald Tribune*, has been named head of the automotive division of the National Advertising Department. He succeeds William R. Butler, recently appointed national advertising manager . . . Mary McClung, formerly general manager of the *New York Post Home News*, is now Department Store Advertising manager of *The* (New York City) *Mirror* . . . Eldred R. Garter is newly named manager of the Classified Advertising Department of the *St. Joseph* (Mo.) *News-Press* and the *St. Joseph Gazette*.

BUSINESS MAGAZINES

Nearly three-fourths of the readers of *The New York Certified Public Accountant* influence the purchasing habits of businessmen clients, according to a readership study recently issued by the monthly accounting magazine.

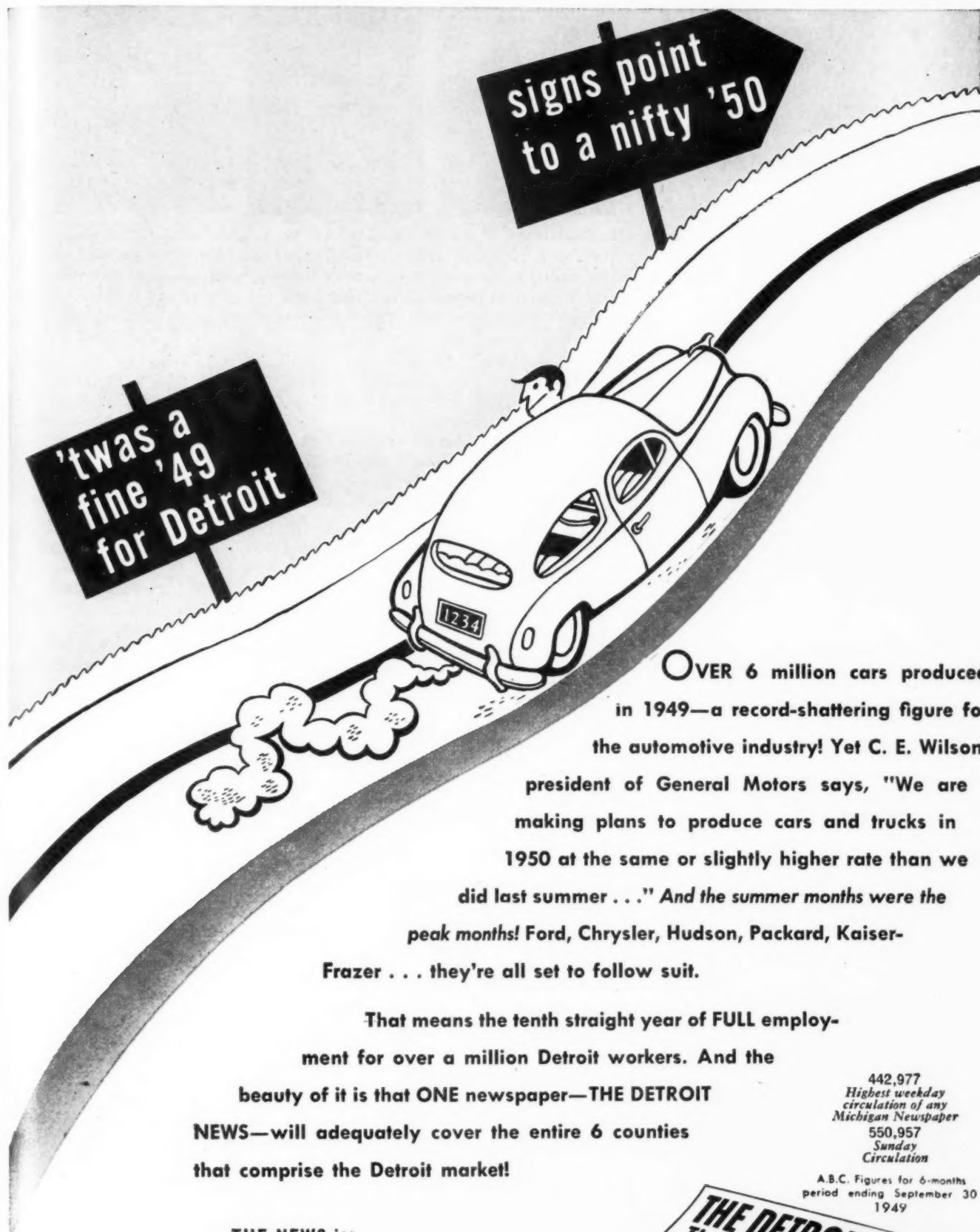
The survey was conducted by The New York State Society of Certified Public Accountants, publishers of the magazine. "This is an effort to solve a problem common to a large number of professional publications of this type, showing the advertising value of a highly specialized medium," Wentworth F. Gantt, business manager, stated in issuing the study.

The survey was built around the theme that certified public accountants are a direct market as buyers of goods for their own use, and an indirect market because of their purchasing influence.

According to the survey, 74% of the readers are consulted on, or asked to recommend the purchase of, equipment, supplies, and services by



ROBERT E. BOUSQUET, with Lever Brothers Co. for 25 years, joins Chambers and Wiswell, Inc., as executive vice-president.



OVER 6 million cars produced in 1949—a record-shattering figure for the automotive industry! Yet C. E. Wilson, president of General Motors says, "We are making plans to produce cars and trucks in 1950 at the same or slightly higher rate than we did last summer . . ." And the summer months were the peak months! Ford, Chrysler, Hudson, Packard, Kaiser-Frazer . . . they're all set to follow suit.

That means the tenth straight year of FULL employment for over a million Detroit workers. And the beauty of it is that ONE newspaper—THE DETROIT NEWS—will adequately cover the entire 6 counties that comprise the Detroit market!

442,977
Highest weekday
circulation of any
Michigan Newspaper
550,957
Sunday
Circulation

A.B.C. Figures for 6-months
period ending September 30
1949

THE NEWS is:

- First in total weekday circulation
- First in home-delivered circulation
- First in total advertising linage
- First in practically every major classification of advertising

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

EASTERN ADVERTISING OFFICES: 110 E. 42ND ST., NEW YORK 17—UNDER MANAGEMENT OF A. H. KUCH
CHICAGO REPRESENTATIVES: JOHN B. LUTZ CO., TRIBUNE TOWER



clients. Average length of readership is given as nearly 10 years, and readers per copy as 2.16. Average reader income is just under \$10,000 per year.

Circulation of the magazine is now at an all-time peak of 7,900, principally confined to public accountants and tax accounting specialists.

A new, independent business paper circulation group has been formed for the purpose of discussing developments and problems common to business paper circulations in general. The organization, to be known as the Business Publications Circulation Council, consists of circulation managers of controlled as well as paid circulation business papers.

At the first meeting representatives were present from the following publications: *Progressive Grocer*, *Boot & Shoe Recorder*, *Machinery*, *Jewelers' Circular Keystone*, *Electrical Manufacturing*, *Mill & Factory*, *Hardware Age*, *Purchasing*, *Iron Age*, *Aviation Operations*, and *Department Store Economist*. Chairman of the meeting was Arthur H. Dix, Conover-Mast Publications, Inc.

The Nation's chain stores spent \$458,500,000 in 1949 for store construction and modernization, fractionally higher than the previous record expenditure made in 1948, *Chain Store Age* reports. The publication surveyed 497 chains operating 27,638 stores, more than 20% of all chain stores in the United States.

The 1949 expenditure was 0.3%



REALIGNMENT of executive personnel at CBS includes: William C. Gittinger (left) moves from vice-president in charge of AM Network Sales to vice-president and assistant to the president; J. L. Van Volkenburg (center) becomes vice-president in charge of Network Sales, directing and co-ordinating both AM and TV sales; Hubbell Robinson, Jr., (right) to supervise all radio and TV programming.

higher than the 1948 expenditure, and 18.6% higher than the 1947 expenditure.

The *United States Tobacco Journal* is out with a Diamond Jubilee Edition. Founded by Oscar Hammerstein I, the magazine has been published by Edward H. Davis for the past 52 of its 75 years . . . First issue of *Canadian Oil & Gas Industries* has been published by National Business Publications, Ltd., Gardenvale, Que., re-establishing a magazine the company published a decade ago called *Petroleum In Canada*. As a bi-monthly technical and news journal, it will cover the industry's operations from production to refining . . . *Cooperative Digest*, national magazine of farm business, appears this month with a new size format. Published since 1939 in digest size, it will now be issued with the standard business

magazine trim size of 8¼ by 11 inches . . . Effective with its current issue, *Railway Mechanical Engineer*, published by Simmons - Boardman Publishing Corp., changes its name to *Railway Mechanical and Electrical Engineer*.

Ralph Flynn has been appointed publisher of *Electrical Wholesaling*, McGraw-Hill Publishing Co., and W. W. Garey, general manager of *Electrical Wholesaling and Electrical Construction & Maintenance*. Mr. Flynn is also publisher of *Electrical World* and *Electrical Construction & Maintenance* . . . Ervin E. DeGraff, associated with the McGraw-Hill Publishing Co. since 1941, has been appointed to the newly created position of assistant director of advertising and assistant vice-president . . . Arthur H. Dix, director of research, Conover-Mast Publications, Inc., has been elected a vice-president . . . Robert T. Schott is appointed business manager of *Aviation Operations*.

RADIO

The radio broadcasting industry's gross income increased 4.5% in 1949 over 1948 income, but the increase was almost matched by a rise of 4% in operating expenses, according to year-end estimate of the National Association of Broadcasters.

"In 1948," the estimate said, "the overall average of profits to stations before federal taxes was 17.1%. It is expected that 1949 will be the second consecutive year in which they have been less than 20%. They may fall as low as 16% in 1949."

In the annual estimates of radio's financial status, prepared by the NAB Research Department, the Association foresaw a total 1949 gross income of \$435,279,000, as compared with \$416,720,279 in 1948.

Increased operating expenses, the estimate said, are up to \$356,300,000 from the 1948 figure of \$342,900,000.



SILVER JUBILEE of *Chain Store Age* celebrated by presentation of 500-pound cake to the publication's founders, and given by them to the Police Athletic League of New York City. W. Elmer Seaman (right), vice-president, made the presentation to Godfrey M. Lebharr (left), board chairman and editor-in-chief, and Arnold D. Friedman (center), president and publisher of the magazine.

The Prosperity of New England's Fastest-Growing State Market is Based on

Famed Industries

Vermont is famous for its products. It leads the nation in the production of marble, granite, asbestos, maple syrup, and maple products . . . is one of the country's topmost dairy lands, and fruit orchards . . . ranks second as a producer of slate and talc . . . and manufactures almost any type of product you can mention. And, of course, it's one of the nation's most favored year-round vacationlands.

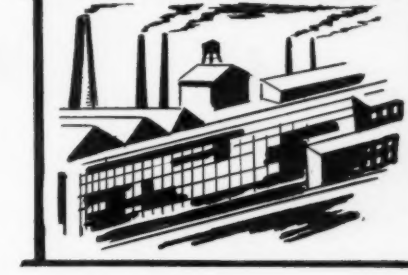
No wonder Vermont is New England's fastest-growing state market . . . leading its sister states in percentage of retail sales gain over 1939.

Growth and stability point to Vermont as a key New England market—right now . . . as even more important in your future plans. Start now to cultivate this state . . . through the Vermont Allied Dailies, which provide state-wide coverage at low cost.

The Allied Dailies . . . a must in 72 out of every 100 families . . . are published in the state's key market centers—whose Quality of Market Indexes range from 110 to 136. Their combined circulation areas contain 94% of the state's retail sales money.

VERMONT ALLIED DAILIES

Barre Times • Bennington Banner
Burlington Free Press • Brattleboro Reformer
Rutland Herald • St. Johnsbury Caledonian-Record



Mayflower Selectmen



It Takes Scientific, Selective Procedures Like MAYFLOWER'S To Provide SAFE, DEPENDABLE SERVICE



Picture at top of page shows reaction-test, while immediately above, applicant takes field-of-vision test.

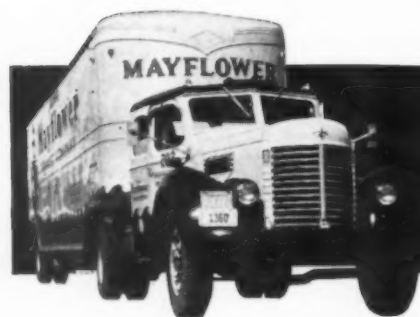


This equipment combines tests for visual acuity, night and glare vision.

● Passing the physical examination is not enough to qualify a man for training as a Mayflower van operator. He must be found satisfactory by new, scientific procedures developed by Purdue University to test reaction-time, distance-judgment, field of vision, eye dominance, visual acuity, night and glare vision, and steadiness of nerves! Such care in selection of men is just another indication of the program continually in operation by Mayflower to provide the safest and the best in every phase of long-distance moving service. It is another reason why Mayflower Long-Distance Moving Service is America's Finest. You can always count on Mayflower . . . the van fleet that has no tailgates!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



AERO
Mayflower
NATION-WIDE FURNITURE MOVERS
America's Finest



ROBERT E. CHAPMAN is appointed to post of commercial manager of WKY, Oklahoma City, succeeding Leo Howard, resigned.

The Research Department added, however, that "these figures, of course, do not preclude the possibility of larger increases in expenses in the case of individual operations engaged in AM-FM-TV expansions."

Largest gain in the rise of 1949 gross income over that of 1948 was shown in the national spot business category, which revealed an increase of 13% to \$118,425,000 in 1949. The total for 1948 was \$104,759,761.

The NAB Research Department estimate said that local retail business "has consistently been underestimated." It showed, in these estimates, a new increase of 5.3%, from the \$170,908,165 of 1948 to the \$180,025,000 of 1949.

Revenue to the networks is expected to show a drop below the gross income of 1948, going down 3.3%, from the \$133,723,098 of 1948 to \$129,300,000 in 1949.

Revenue to stations was seen increasing to \$333,600,000 in 1949, a rise of 6% over the 1948 total of \$314,700,000. This, the NAB said, is derived entirely from local retail, regional and national spot business.

A large part of the increase, the report said, is accounted for by the business in two of these categories done by 230-odd stations that have come on the air during 1949. The revenue to stations from the sale of time will be off \$1.5 to \$2 million this year as compared with 1948.

The National Association of Radio Station Representatives, Inc., at their annual meeting last month elected the following new officers: President, Lewis H. Avery, Avery-Knodel, Inc.; vice-president, Richard Buckley, John Blair & Co.; secretary, James LeBaron, RA-TEL Representatives, Inc.; treasurer, Joseph Timlin, The Branham Co.; directors, Eugene Katz, The Katz Agency, Inc.; Frank Headley, Headley-Reed Co.; Joseph J. Weed, Weed & Co.; managing director, T. F. Flanagan.

SALES MANAGEMENT



You already know how U. S. Savings Bonds are building future security for each Bond holder. You know that at maturity each Bond will return \$4 for every \$3 he invests.

But have you realized how much you can help to assure the future security of your company by vigorously promoting your Payroll Savings Plan?

IT WORKS TWO WAYS

First—by boosting employee-participation in the Plan, you increase the security, stability, and effectiveness of your personnel group. More than 20,000 companies with Payroll Savings know that corporate success is tied directly to the security of its individual employees. Your workers who invest in Bonds as a hedge against their own personal financial contingencies will enjoy greater peace of mind—will be more contented, more careful, and more productive on the job. Your company will benefit from the resulting decrease in absenteeism, labor turnover, and accidents.

Secondly—you help to strengthen the national economy from which your company must continue to draw its profits. Bond dollars represent a tremendous backlog of deferred purchasing power—dollars that will buy your products in the years to come!

Furthermore, Savings Bond sales spread our national debt.

FIVE STEPS THAT BUILD SECURITY

1. See that a top management man sponsors the Plan.
2. Secure the help of the employee organizations in promoting it.
3. Adequately use posters and leaflets and run stories and editorials in company publications to inform employees of the Plan's benefits to them.
4. Make a person-to-person canvass once a year, to sign up participants.

These first four steps should win you 40-60% participation. Normal employee turnover necessitates one more step:

5. Urge each new employee, at the time he is hired, to sign up.

The experience of companies throughout the nation indicates that at least half of your employees can be persuaded to join—without high-pressure selling. All the help you need is available from your State Director, U. S. Treasury Department, Savings Bonds Division. He is listed in your phone book.

The Treasury Department acknowledges with appreciation the publication of this message by

Sales Management

THE MAGAZINE OF MARKETING



This is an official U. S. Treasury advertisement prepared under the auspices of the Treasury Department and The Advertising Council.



PLASTICOLOR COVER sells home or shop

Kitchen stains, even grease, vanish from Plasticolor* Cover at the touch of a cloth. That means long-continued sparkle and freshness for recipe books and such, when attractively bound in one of the six brilliant, sealed-in colors of Plasticolor Cover.

But you say your printed pieces need toughness and durability more than beauty? Then examine this permanent lamination of plastic film and fine Beckett cover stock. It outwears dust, dirt, grease, rain, almost anything. For luxury promotion pieces, shop instruction manuals and outdoor displays, Plasticolor Cover helps create the first sale, builds repeat business.

Ten seconds' examination will prove the combined delicacy and long life of Plasticolor Cover. Get samples from your printer, Beckett paper supplier or us.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P.S. Also look at Doplex* Brilliant, the lightweight twin of Plasticolor. Permanent, sparkling brilliance, in nine colors, for package wraps, box coverings, labels and such uses.

DOBECKMUN
PLASTICOLOR COVER
DOPLEX BRILLIANT

*REG. U. S. P. O.

Dear Editor...

AN OPEN INVITATION TO SALESMEN'S UNIONS?

Editor, SALES MANAGEMENT:

The controversy over sales terminology is extremely interesting . . .

Allied with this controversy is the yearning on the part of some sales managers for recognition of our activity as a profession. I don't know who actually gives a hoot on this matter, but because it gives me the means of airing my pet peeve, I am glad to kick it into the controversy.

My position is that if sales executives ever want the standards of sales activity lifted to professional status, they first have a lot of dirty linen to wash out of the calling, vocation, trade or what-have-you. Top management must give some concrete indication that it has the interest in the salesman as a man in addition to his potential sales total at the end of a given period before certain forms of sales activity will ever be recognized as anything but a good subject for the cartoonists. Perhaps I should qualify my own position in this picture. For the past 12 years I have been hiring and training sales organizations for companies engaged in direct selling to the homes. My work has been in the nature of a fireman, since I have managed branches and sales activity in Seattle, Kansas City, Cincinnati, Cleveland, Pittsburgh, Chicago, Dallas and Atlanta, and in no case was I sent in because things were running too smoothly. I was scheduled to go to Detroit for 1950, but resigned instead.

In the final analysis, I terminated the connection because of my inability to sell my company on an item I have carried in my folder, and which was clipped from SALES MANAGEMENT for November 20, 1947. This was from the page entitled "Comment"—"If You Don't Want a Unionized Sales Force . . ." which, if you recall, listed 10 questions by which a sales manager could measure company obligations to the sales organization. I was unable to draw even a reply from the top echelon executives of my company on the subject, and this can be best understood when I tell you, by as impartial an appraisal as I am capable of, we scored a passing grade on only one of the 10 questions.

I'll quote only one of them, the fourth, which reads:

"Does your compensation plan ask the men to take all the risks? If it does, it can't be fair." Amen.

Apsley wrote in his "Intensive Sales Management" (and I have carried this note since '37), relative to paying salesmen a minimum salary to relieve salesmen of the "worry about rent-and-grocery money":

"The salary removes the worry: and no salesman who is worrying can do good work."

Everywhere I have been in the United States for my company, I have had to deal with insecure salespeople; salesmen and women who were constantly worrying over their rent-and-grocery money; salespeople who lied to the public to produce orders of a sort on which to draw an advance to buy food for their youngsters; salespeople who cheated and stole and lied to the company when their bellies got empty enough; salespeople who under a more enlightened policy of sales management would have been good citizens, who were good citizens when they took out our sales kit, and many of whom regained their self-respect when they gave up chasing the will-o-the-wisp promised them by misleading want-ads.

If you ask me why I remained with such an organization, I can only say because I knew that it did not have to be that way and have only now given up my efforts to change the picture.

The sort of thing that offends me most deeply is a statement originating from our home office, looking forward to the coming year. It is headed, "1950 Is the Salesmen's Year," and says in part:

"We need between 5,000 and 10,000 new . . . producers to insure a steady producing staff of between 1,500 and 2,000 . . . sales representatives."

In this callous statement is the essence of everything that I object to in the exploitation of men and women misled into believing that all they need is a sales kit, a week's training, and a world full of "prospects" to make themselves a minimum of \$100 weekly.

Surely there is some cure for this terrific exploitation of human beings. No one in sales management can afford to shrug his shoulders and remark smugly that the one condition complained of does not affect his organization. It does apply, because in such operations lies the real danger of union organization of all salesmen.

I have always denied that anyone could take better care of me and my family than I, myself, and I have opposed paternalism by company, government or union. However, I warn every sales executive who finds in the shadow of a unionized sales organization anything to trouble his sleep, to make it his constant effort to make impossible the continuation of such narrow and antiquated policies as those referred to above.

Is it possible for SALES MANAGEMENT to invite discussion on this subject in its columns?

TERENCE O. CLARK

COLLEGES IN BUSINESS —A NEW VIEW

Editor, SALES MANAGEMENT:

I have just read with a great deal of interest your article entitled "Alma Mater Is in Business Now—Tax Free!" in your December 15th issue.

SALES MANAGEMENT

Is there not a major argument for having colleges own property which you have overlooked and which to a substantial degree nullifies the points raised in this article? If it is assumed that the United States desires the degree of education which it now has and also that this education requires about the same amount of expense, it will mean that our educational institutions will need about as much finance in the future, if not more, as they have had in the past. Does not most if not practically all of this income come from one of the following sources?

1. Tuition and other contributions of the students or their families.
2. Local, state and federal taxes.
3. Contributions from alumni, philanthropists, and others.
4. Endowments.

If the income from endowments is drastically curtailed, which is inevitably the result of taxing the businesses which any educational institutions may own, would this not mean that the income would have to be increased by one of the other three sources or else have the quality of education reduced? Our observations have led us to believe that the income from sources (1) and (3) are pretty well strained now and that any substantial increase in income would need to come from the Government in one form or another. If this is the conclusion, then I personally would very strongly prefer having the present tax-exempt methods continued rather than giving more authority to the governments through having the tax funds pass through their hands. In other words, this would be a long step towards "statism" about which so much has recently been written. American business is quite justifiably continually rebelling against the increased federal controls and yet is not the alternative to the suggestion in your article one which would tend to increase federal controls?

RICHARD H. RHOADS
J. E. Rhoads & Sons
Philadelphia, Pa.

KEEP NAME "SALESMAN," RAISE WORK STANDARDS

Editor, SALES MANAGEMENT:

I think the article* is excellent. It calls to attention, in a striking way, the necessity of building up a profession of salesmanship. In my Parlin Lecture I put it this way:

"In some organizations the salesman was and in some cases still is considered a necessary evil—a charge against the business—instead of the indispensable partner of production and finance.

"Standards have not been set up. Courses of study have not been outlined. Recognized State-controlled examinations have not been organized. In short, the protective walls have not been thrown around the Profession of Selling that have been thrown around the Professions of Medicine, Law and the Ministry."

I do not think that it is necessary to change the title, "salesman," but I do think that it is necessary (a) for salesmen themselves to raise their own standards and (b) for employers generally, to give more concrete recognition to the professional status of their salesmen.

In our company the men who sell our
JANUARY 15, 1950

Mechanical Goods qualify for a title of GTM, Goodyear Technical Man. They must pass rigid examinations before receiving the title and identifying pin. Re-examinations are given from time to time. Every Goodyear advertisement on Mechanical Goods mentions the GTM.

This is a practical application of the principles I am talking about.

R. S. WILSON
Vice-President
The Goodyear Tire
& Rubber Company, Inc.
Akron, Ohio

(*Mr. Wilson, whose Parlin lecture reprinted in SALES MANAGEMENT under the title, "Salesmanship as a Profession," is commenting on the article, "Does the Man We Call 'Salesman' Need a Better Name?" published in SM January 1.—The Editors.)

"ASK THE MAN . . ."

Editor, SALES MANAGEMENT:

T. Harry Thompson's "Scratch Pad" in your December 1 issue sounded a clear clarion call to which all those loyal to



as to RETAIL SALES

Yes, you can OK St. Joseph as a dependable, growing Retail Market . . . Prosperous Farmers and Growing Industrial Payroll insure just that.

Retail Sales as reflected by the
State Sales Tax collections first
6 months of 1949 vs. 1948 show—

| | |
|--------------------|-----------|
| STATE OF MISSOURI | plus 0.8% |
| NORTHWEST MISSOURI | plus 3.3% |

(Missouri ABC Trade Territory including St. Joseph)

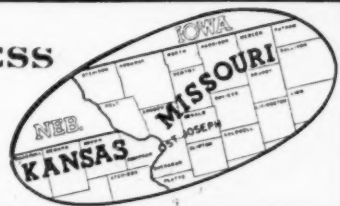
St. Joe, Mo.

ST. JOSEPH NEWS-PRESS

(EVENING AND SUNDAY)

St. Joseph Gazette

(MORNING)



***Miami Herald
Real Estate
Section Judged
Best in Nation***



JOHN S. KNIGHT, Publisher
STORY, BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
 Affiliated Stations -- **WQAM, WQAM-FM**

Consumer Market data PLUS

The PLUS factor is the *Service-Ads* of many media (like the KVOO *Service-Ad* shown here). They supplement and expand local market data with additional useful information. Send for Full Explanation folder describing the full scope of CONSUMER MARKETS.

Consumer Markets

A Section of Standard Rate & Data Service
Walter E. Botthof, Publisher
333 North Michigan Avenue, Chicago 1, Ill.
New York • San Francisco • Los Angeles



SALES MANAGEMENT

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| Schuyler Hopper Co. | 49 | Vermont Allied Dailies | 129 |
| Hotel del Coronado | 124 | W B N S (Columbus) | 60 |
| Hotel Lennox & Mayfair | 124 | W H O (Des Moines) | 14 |
| J. J. K. Copy-Art Photographers ... | 124 | W O C (Davenport) | 2 |
| Kimberly-Clark Corp. | 101 | Worcester Telegram Gazette | 97 |
| Life Magazine | 88-A-B-C-D | W S J S (Winston-Salem) | 22 |
| Los Angeles Herald-Express | 64-B | Young & Rubicam, Inc. | 11 |
| Los Angeles Mirror | 55 | Youngstown Indicator | 78 |

JANUARY 15, 1950

SALESMANAGER

Experienced in construction materials. Now have good position; reason for changing personal. Will go any place. Can make and hold customers. Box 2660, Sales Management, 386 4th Ave., N. Y. C.

SALES MANAGER

Capable sales executive with established record for accomplishment. Personal and management sales to wholesale distributors, chains, syndicates and department stores on a national basis. Sound background . . . well recommended . . . wide acquaintance all classes of trade . . . forceful administrator . . . skilled developer productive salesmen. 20 years experience in sales, sales promotion, advertising and management home office and in the field. Age 44. Locate anywhere. Salary requirements nominal. Box 2662, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES EXECUTIVE

Seeking connection with aggressive organization with a sales problem or expecting one. 38, married, college trained, located in Cleveland, Ohio, willing to relocate. Thoroughly experienced in sales procedure, distributor, dealer and customer organization, training and administration, sales promotion, market research and analysis. Excellent field organizer and personnel salesman. Remuneration \$6,000 minimum, opportunity to increase with results. For resume write Box 2661, Sales Management, 386-4th Ave., New York 16, N. Y.

EXPORT MANAGER

Offers increased sales through export channels. Experienced in foreign promotion, distribution credit and traffic. Thorough knowledge Latin American markets. Travelled extensively. Fluent Spanish. Available short notice. Will reside either in Latin America or U. S.

Box 2648, Sales Management
386-4th Ave., New York 16, N. Y.

COMMENT

TEAMWORK IN STAMFORD

The Schick, Inc., local of the International Association of Machinists shortly before the holidays sponsored, on its own, a promotional campaign suggesting that IAM union men give Schick razors for Christmas presents. The theme: Schick pays better than average wages, offers good working conditions, and Schick employees are proud of the product they turn out. It is therefore to the employees' own interest to patronize their own company.

The union bought radio time on Station WSTC in Stamford (Schick's home base) to spread the gospel that "cooperation with fair-minded management is to everyone's mutual advantage." Two guest speakers developed their own ideas on the cooperation theme. They were Governor Chester Bowles of the State of Connecticut, and Kenneth C. Gifford, president of Schick. There have been newspaper advertisements, and another modest campaign is in the making, which will urge members of other unions to buy Schick.

All of this makes such good sense that we can only hope it will develop into a trend. SALES MANAGEMENT's editors have argued on many occasions that more should be done to give union labor a clear understanding of the importance of the sales department in business . . . that more should be done to make labor realize that sales make jobs. When the sales department fails, there are layoffs.

We predicted long ago that the day will come when unions—particularly those whose members meet the public—will undertake customer relations training themselves. Such programs will start with discussion of the importance of the individual as the representative of a business. They will include instruction in the simple fundamentals of how to meet prospects and customers gracefully, how to express attitudes of helpfulness, how to make people understand that their business is appreciated.

We therefore vote a loud round of applause to the Schick IAM men whose intelligence and farsightedness initiated the campaign in and around Stamford. Here we have a striking example of recognition of the fact that labor and management can prosper together when sales are made at a profit. And, fully as important, recognition of the fact that every employee of a business can contribute in one way or another to the building of greater sales volume.

THE "CAPTIVE AUDIENCE" CONTROVERSY

Sizable groups of infuriated citizens who object to commercial broadcasting in public conveyances and in Grand Central Station in New York City within the past month have forced hearings on the issue before Public Utilities Commissions. The Government concern involves the matter of public convenience, comfort and safety.

The Grand Central folks spelled out in some detail the need for the income derived from such advertising. And they reported a survey made by Fact Finders, Inc., among 600 commuters, which indicated that 85% of those inter-

viewed liked the music and didn't object to occasional commercials. Eleven per cent objected. Four per cent didn't care.

Over the New Year week-end, without waiting for any further comment from the utility commission, Grand Central authorities suddenly announced the discontinuance of commercial broadcasting in the station.

In Washington, D. C., however, on December 19, the Public Utilities Commission ruled, after the hearings, that the broadcasting of music and commercials in buses and streetcars "is not inconsistent with public convenience, comfort and safety." The PUC even went so far as to add that "in fact, through the creation of better will among passengers, it [transit radio] tends to improve the conditions under which the public rides."

Transit Radio, Inc., which now operates in 19 cities, has announced plans for immediate expansion into other markets. It remains to be seen whether such action will provoke more protests. (The "antis," by the way, now have a lobby group called the "National Citizens' Committee Against Forced Reading and Forced Listening.")

It would be convenient if such an issue could be resolved by simple reference to the democratic precept that the majority rules. But this fight over the "captive audience" involves, we believe, some wider considerations, both of public relations for the companies sponsoring such advertising and for advertising as an industry.

At the moment SM is open-minded on the subject. We would like to have the opinions of some professional advertising executives on such questions as these:

If, as experience grows with such broadcasting, we continue to provoke highly emotional and bitter reaction from even a small minority, will this hurt the good name of advertising? Is this resentment likely to be transferred to other media?

If this same vocal minority begins to protest to the management of the sponsoring companies, will these companies be likely to retreat in the face of the fire on the basis that they can't afford damage to company goodwill?

Isn't it likely that substantially large numbers of people who object to such advertising will not bother to give voice to their feelings, but will take out their resentment in boycotting the products being thus advertised?

Has some degree of bad judgment been used in the character of the commercials, as they are now delivered (either in length or content) which, if corrected, might make such advertising more acceptable to those who now object?

We do not know the answers to any of these questions, but all of them seem important to us. Will the advertising men speak up and give us their opinions? We believe an airing of professional opinion would serve a constructive purpose.

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